



IMPLEMENTATION OF THE *TOP MANAGER* 'S LEADERSHIP ROLE AS AN EFFORT TO INCREASE EMPLOYEES' WORK MOTIVATION IN MASLOW'S PERSPECTIVE OF THE HIERARCHY OF DEMANDS

Khaeruman

Bina Bangsa University, Indonesia

Correspondent Author:

Email: khaeruman.oce@gmail.com

Abstract

A *top manager* is significant in a company because leaders are the only people responsible for guiding, leading, guiding, motivating, and providing adequate supervision or supervision to their employees. Maslow argues that a person will be encouraged to work if his demands are filled in the hierarchy of needs theory. With this motivation, employees will work more decisive for optimal results. Maslow's theory of inspiration should be considered a general direction for managers. This research is qualitative research with a descriptive approach, namely research that produces analytical procedures that do not use statistical analysis. This qualitative study aims to analyze the *top manager's* leadership role to increase employee work motivation from Maslow's hierarchy of needs theory. According to the findings of this study, top managers' leadership role *in* increasing employee work motivation is very realistic, namely by providing inspiration, encouragement, and direction to subordinates and broad responsibilities and opportunities for them to make decisions or wisdom in completing their work. The leadership role of *top managers* to increase employee work motivation in the perspective of Maslow's hierarchy of needs theory is by fulfilling several requirements, including physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs.

Keywords: Top Manager Leadership Role, Motivation

INTRODUCTION

In the current era of globalization that has hit the world, especially the countries of Indonesia, lately, it is very influential in all economic fields in Indonesia. For this reason, serious manipulation is required. One problem that requires special attention is human resources (HR). Humans are one of the workforce factors that can grow and develop well; therefore, motivation is needed to encourage and direct employees to work well (Handoko, 2017: 24).

Employee motivation means encouraging employees so that they want to work with enthusiasm and work well. Drive consists of two components: the direction of behavior (work to achieve goals) and behavioral strength (which forces individual efforts to operate). This motivation includes unique feelings, thoughtful thoughts, and experiences that are part of the Company's internal and external relationships. In addition, motivation can also be interpreted as an individual's drive to act because they want to do it. If individuals are motivated, they will positively choose to do something to fulfill their desire.

Motivation can spur employees to work hard to achieve their goals. There are three sources of inspiration, namely: (1) the possibility to develop, (2) the type of work, and (3) whether they feel proud to be part of the Company where they work. Besides that, several aspects affect employee work motivation: a sense of security at work, getting a fair and competitive salary, a pleasant work environment, awards for work performance, and proper treatment from management (Rivai, 2015: 416).

The cooperative's *top manager* cannot separate from the help of others to succeed. These people are all employees. Capacity and encouragement are the two main factors that influence subordinate achievement. A person's abilities are determined by his qualifications and experience, among other things, whereas drive is controlled by someone within him and something external to him. Leadership causes the driving force on someone, commonly referred to as motivation outside of an employee, so things outside of an employee can affect it. To motivate employees, leaders must have various appropriate means or tools. A positive relationship between superiors and subordinates can act as a motivator for assistants (employees).

At first, the leader thought that driving force was difficult to do; in the end, it was not. History shows that the driving force is different from time to time. In other words, the general theory of motivation will never exist.

What motivation must a leader use so that employees work productively to achieve and realize the specified goals? Motivation is significant for a company because motivation is the thing that causes, distributes, and supports human behavior so that they work harder to achieve optimal results. Motivation is increasingly important when a leader distributes work to his subordinates to be done well and integrated into the desired goals.

Bass, in his book Bernardine R et al. (2005:4), states that there are three basic ways to become a leader, namely: 1) Some personality traits allow a person to achieve leadership roles naturally; 2) A crisis or important event causes a person to appear to deal with it, which displays exceptional leadership qualities in a person; 3) People can choose to be leaders. One can learn leadership skills.

The board manages this cooperative and acts as an educator supported by teaching and savings and loan activities. The Company does not expect competent, capable and qualified employees, but above all, they want to work hard and want to get maximum results. Employees' abilities and skills have no meaning to the business if they don't want to work.

This cooperative has several advantages. The first is that it has a high level of socialization, resulting in harmony and increased cooperation between employees and leaders. Second, it has a high religious value that employees in other companies rarely have, so they will be naturally motivated to work harder and more enthusiastically to achieve the desired results. Therefore, it is necessary to have the role of a leader to provide motivation or encouragement to employees so that they work harder and are more enthusiastic in working to achieve the goals desired by the cooperative.

A good leader is to instill the motivation of his heritage and promote the cause to his employees. Providing this motivation is one of the responsibilities of leadership to improve employee work. The desired goal is quickly completed correctly.

The following issues can be derived from this research: 1) how is the *top manager's* leadership role implemented to increase employee work motivation? 2) From the perspective of Maslow's

hierarchy of needs theory, where do top managers carry out the leadership role *implementation* to increase employee motivation?

Top Manager Leadership

Leadership is the central point and determines the policy of activities to be carried out in the organization. In leadership organizations, this is an essential factor in determining the organization's goals. Nawawi (2006:9) leadership is defined as the ability/intelligence to encourage some people (two or more people) to carry out activities directed at a common goal. According to Herujito (2006:179), leadership is the work done by a manager that causes other people to act. A manager's ability can measure by moving other people to work.

While the *top manager* is the highest leader of a company, included in this group are the principal director (President Director) and the board of commissioners. The style of *top manager* activities is to lead the organization, determine the main goals and policies (Hasibuan, 2018: 48).

Establish operational policies and guide the process of interaction with the organizational environment. A top manager is a forward-looking strategic thinker who makes many decisions in uncertain and competitive conditions. Top managers (chief executive officer, chief operating officer, chief executive officer, president director, vice-president, president) comprise a relatively small group responsible for the organization's overall management. Top managers are responsible for creating the necessary conditions for change, helping employees take charge of the Company, creating a possessive culture of the organization through language and actions, and observing its commercial environment.

Causes of the Emergence of Leadership

According to Kartini (2011:29), three theories stand out in explaining the emergence of leaders, namely:

1. genetic theory

This theory stipulates that leaders are not made but are born leaders with inborn natural leadership talents and that they are not meant to be leaders in the situation. And the conditions that are detached. So this theory emphasizes that a person can become a leader because of heredity.

2. Social theory

This theory contradicts the genetic theory because it stipulates that leaders are not born but must be prepared, educated, and trained. All who become leaders are trained from preparation and educational activities carried out by personal desire. So this theory emphasizes that who can be a leader is determined by the conditions of social factors.

3. Ecological theory or synthesis

This theory emerged as a reaction to the two previous ideas. This theory states that a person will be successful in becoming a leader if he has leadership talents from birth. These talents are developed through experience and educational paths and following environmental or ecological demands.

Top Manager Leadership Functions and Characteristics

In addition to having the tasks described above, the *top manager* also has a function that must carry out. The parts of a supreme leader, according to Kartini (2011:61), are: guiding, guiding, guiding, building, giving or building work motivations, driving the organization, establishing good communication networks, providing efficient supervision/ supervision, and bringing followers to the desired target under the provisions of time and planning.

No leader is born. Humans may have specific abilities to develop into leaders, but they have to work for them. It is widely agreed that leaders tend to have common characteristics such as:

1. Intelligence

Leaders tend to have higher intelligence than their followers. This intelligence doesn't have to mean academic achievement.

2. Social maturity

Leaders tend to have the emotional maturity and have broad interests.

3. Have motivation and orientation towards achievement

Leaders want to achieve everything. When they complete one goal, they seek another. Usually, his inspiration does not depend on external pressures.

4. Have confidence and good communication skills

Leaders understand the need to work with others and value others individually. They tend to use communication skills to promote a feeling of mutual benefit and mutual support.

Motivation

Motivation has a broader meaning than in the sense of driving and directing or ordering employees to dive. Motivation is a driving model and guides humans to carry out their respective tasks in carrying out awareness, excitement, and accountability targets. Motivation is also a field of management assessment that involves many psychological aspects. With motivation, we explain people's behavior motivated by psychological conditions that exist within themselves.

According to Sihotang (2007: 243), motivation comes from the word *motivation*, which means the encouragement of inner power, while *motivation* means encouraging to behave or try. According to Hasibuan (2002:141), motivation has the meaning of encouragement or directing. Motivation in management is only shown in Human Resources (HR) in general and subordinates in particular. Motivation questions how to control the power and potential of assistants so that they are willing to work together productively and successfully achieve and realize the goals determined.

Principles of Motivation

These principles of motivation include the principles of inclusion, communication, recognition, authority, being delegated, and mutual attention. According to Hasibuan (2018: 186), the principles of motivation include:

1. The principle of inclusion is to invite people to participate and provide opportunities to submit ideas and recommendations in the decision-making process. In this way, subordinates feel partly responsible for achieving company goals so that their morale and work passion will increase.
2. The principle of communication is to inform about the goals to be achieved, how to do it, the obstacles faced. With the focus on communication, employee motivation will increase.
3. The principle of recognition is to give subordinates appropriate and reasonable awards and recognition for their work achievements. Associates will work harder and more diligently if they are continuously recognized and self-satisfied for their efforts.
4. The principle of delegated authority is to empower employees as the authority and freedom to make decisions, be creative, and carry out the duties of superiors or leaders. In this delegation, the leader must convince subordinates that employees are capable and trusted to complete the tasks well.
5. The principle of attention and reciprocity is to motivate subordinates by expressing the wishes or expectations of the Company in addition to trying to meet the needs expected by associates from the Company.

Motivational Methods and Tools

According to Handoko (2017:120), there are two methods of motivation, namely direct motivation and indirect motivation. The motivational tools (vital power) given to subordinates can be material-intensive and non-material-intensive. Intensive material is a motivation as a reward for achievements provided by employees. Included in the material incentives are in the form of money and goods.

Non-material intensive is motivation (push) that is not in the form of material. The non-material includes proper placement, guaranteed work, award certificates, service stars, fair treatment, and the like.

Abraham Maslow's Theory of Motivation

Maslow's theory of motivation is better known as Maslow's hierarchy of needs theory. The concept of theory describes a hierarchy of needs that shows five levels of human needs. Higher demands will encourage someone to satisfy these needs after the lower requirements have been previously satisfied.

Humans have needs in their life, consisting of physiological needs, safety, and security needs, social needs, appreciation need, and self-needs. Needs are interpreted as forces in this theory that drive individuals to engage in activities that fulfill or fulfill these needs. A fulfilled need ceases to function and loses its ability to motivate an action until it resurfaces as a new need in the same manner as before.

Maslow's theory investigates the level of need for various strengths in motivating someone to do an activity. In other words, requirements are multilevel, which means their power in motivating an activity varies sequentially (Nawawi, 2015: 343).

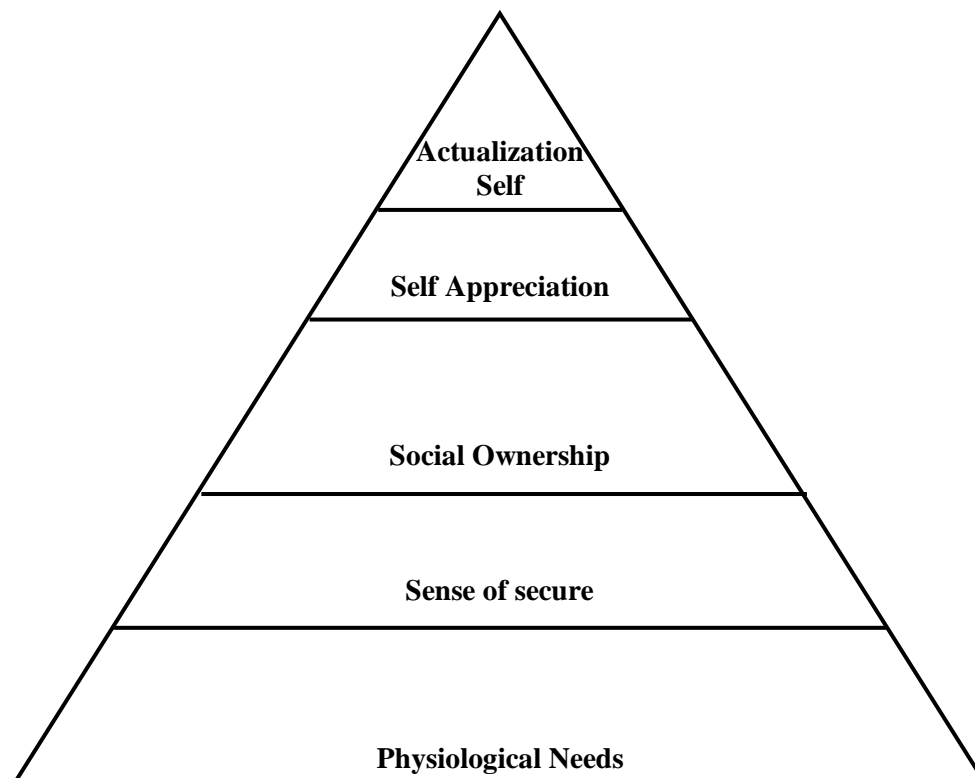


Figure 1 Maslow's Five Hierarchical Needs Theory

1. *Physiological Needs*

Physiological needs are basic (principal) needs that must be met immediately: food, drink, shelter, sex, and other bodily needs.

The broader determinants, usually mingled with the physiological drives in regulating the provision of food, drink, or sexual behavior, only have an effect for the time being that allows us to talk about hunger and pure conduct.

2. Safety and security needs (*Safety And Security Need*)

The need for safety and security (*safety and security need*) is the need for personal and future economic protection or physical safety and security and the need for safety and mental security, for example, security at work, future financial security, and free from threats. Other.

3. *Social Needs*

Because humans are social creatures by nature, they require affiliation and acceptance in various groups. The desire for fellowship, the desire to get along with other people, develop friendships within the group, and the desire to be invited and do something at work are all examples of group needs.

4. *Self-Esteem Requirements*

Esteem needs, specifically the desire for self-esteem from subordinates, friends, superiors, family, and other environments, or recognition and appreciation for work performance, such as praise, signs of gratitude, and flattery.

5. *Self- Actualization Needs*

Self-Actualization Needs (*Self Actualisation*) is self-fulfillment, needs to harness the potential of self, self-development as much as possible, and do what is most appropriate when completing his work.

This needs to use abilities (*skills*) and potential. That is a need to have an opinion in using ideas to judge and critique something.

Factors Affecting Motivation

Numerous factors influence motivation, and these factors have varying degrees of influence. They can change over time, which means that if a manager (leader) is to be successful in motivating or moving employee morale toward optimal productivity, he or she must understand the differences or the influence of these factors and be adept at selecting the most appropriate method (technique) to motivate them.

METHOD

Type of Research and Sample

In response to the researcher's concerns, the researcher conducted qualitative research using a descriptive approach. The author describes how the *top manager's* leadership role implement to increase employee motivation in Cooperative X through the lens of Maslow's hierarchy of needs theory.

Determination of research subjects through the use of a *purposive sampling* model or a purposive sample, the sample is drawn without regard for strata but with a specific purpose (Arikunto, 2019:117). This technique is usually carried out due to several considerations, among others, due to limited time, energy and cost so that it cannot take a large number of samples.

The samples taken by the researchers were three categories: 1) Cooperative Leaders (1 person), 2) Secretary (1 person), and 3) Cooperative Employees (3 people). So the sample taken by the researcher was five people who understood the cooperative.

Data and Data Sources

This study obtained secondary data from official documents and archives at the Cooperative. This data is in the form of data obtained directly from people or leaders and information researchers deliberately select to receive data or news relevant to this problem. The primary data sources are the Cooperative Leaders, Secretaries, and Employees.

Data Collection Techniques and Data Analysis Techniques

Research data collection methods have a significant role in a study, especially as a tool or technique to obtain data in research (Moleong, 2018:45). Therefore, based on the data collection techniques applied in this study, the data collection methods used are:

1. Observation is a way to go directly to the field or to the Company by looking at phenomena that have to do with the problems presented through observation and recording. In this case, the observation focused on the *top manager of the Cooperative*.
2. The process of gathering information for research purposes is known as an interview.
3. Documentation is a data collection technique that involves reading and taking notes from existing documents and obtaining them from the research object (Arikunto, 2019:134),

Data analysis is the process of reducing data to a form that is easier to discuss and interpret. According to Efendi, data analysis is the process of organizing a sequence of data into a pattern, category, and fundamental unit of description (2012). The researchers used qualitative data analysis in this study. Although the data may have been gathered in various ways, such as through observation, interviews, or documentation, qualitative analysis still relies on words, typically organized into expanded texts. According to Huberman (2014:26), the qualitative analysis consists of three streams of activities that occur concurrently: data reduction, data presentation, and conclusion drawing or verification.

RESULT AND DISCUSSION

1. Implementation of the Leadership Role of *Cooperative Top Managers* as an Effort to Increase Employee Work Motivation

The *top manager* is the only person whose job is to guide, guide, guide, motivate, and provide efficient supervision or supervision to directly or indirectly involved employees. The role of the top leader (*top manager*) generally wants to increase employee productivity. This is to show that the cooperative is growing.

One of the essential roles that the leadership as the *top manager of a cooperative* can play in increasing employee work motivation is to provide inspiration, encouragement, and direction to subordinates or employees and broad responsibilities and opportunities for them to make decisions or make decisions. They are wise in completing their work and meeting some of their employees' needs so that they are more motivated at work and produce optimal results. Among these needs are those for clothing, food, and the provision of THR, for a variety of reasons, including 1) The majority of cooperative employees are from the surrounding area; 2) Cooperative employees are also members who receive SHU; as a result, if funds for board needs run out, the SHU received by employees will automatically be different; and 3) as a result of limited capital and high costs. Social needs are demonstrated by the establishment of harmonious interactions between leaders and employees, the existence of love and friendship, and employee cooperation. The need for appreciation has been recognized, specifically by giving awards in the form of additional salaries when Eid arrives, by the leadership to employees who perform well. Still, it has not been realized when it comes to official awards such as promotions because the existing employees are adapted to their skills and are indeed

trusted employees. Self-actualization necessitates using self-potential and self-development to the greatest extent possible and doing what is most appropriate when completing his work.

Along with meeting the needs as mentioned earlier, *top managers* apply pressure or coercion at a low level in the form of regulations or orders that are gradually adjusted to improve employee performance, provide *rewards* to employees in the form of attendance wages that are paid in stages, and provide bonuses to employees in the form of overtime wages, because employees cannot receive overtime wages unless they apply in advance. We encourage employees to participate in training programs aimed at improving employee quality and performance, both in technology and management and in *outbound* (recreation) events aimed at eradicating boredom or work boredom caused by work pressures or demands. Additionally, *outbound* aims to stimulate work enthusiasm, which results in work motivation.

The Leadership Role of *Cooperative Top Managers* as an Effort to Increase Employee Work Motivation

No	The Role of <i>Top Manager Leadership</i> as an Effort to Increase Employee Work Motivation	Position
1	Provide encouragement and direction to subordinates	Employee
2	Provide broad responsibilities and opportunities for them to make decisions or policies in completing their work	Employees and <i>top managers</i>
3	Giving THR on Eid al-Fitr in the form of providing cakes and drinks.	Employees, <i>top managers</i> , administrators, and supervisors
4	Feeding one time at rest	Employees, <i>top managers</i> , administrators, and supervisors
5	Giving clothes in the form of uniforms	Employees, <i>top managers</i> .
6	Fulfilling the need for security and safety, namely with <i>security</i>	Employees, <i>top managers</i> , supervisors
7	They are meeting social needs, as evidenced by establishing harmonious interactions between leaders and employees, love and friendship, and cooperation between employees.	Employees, <i>top managers</i> , administrators, and supervisors
8	Giving awards in the form of additional salaries at the time of Eid arrives by the leadership to employees for employees who perform well.	Employee
9	Self-fulfillment of the use of your potential, developing yourself as much as possible and doing your best when completing the work yourself	employees, and <i>top managers</i> .
10	Give rewards to employees in the form of attendance wages and provide tips in overtime wages.	Employee
11	Provide recommendations to join the exercise program	Employee
12	Holding <i>outbound</i> (recreation) which aims to eliminate boredom or work boredom	Employee

Source: Interview with Manager, 2021

Top manager commitment to increase employee motivation is a vehicle to maintain behavior and relationships with employees or subordinates. However, the function and role of the *top manager* as an employee driver or motivator will not separate from limitations. Therefore, assistance from various heads of cooperative units, both staff and employees, is very much needed. The roles assigned by employees or existing elements can realize the goals. So the utilization of Human Resources (HR) or labor to increase the workforce's effectiveness in the organization is essential to achieve goals.

2. Analysis of the Leadership Role of Cooperative Top Managers as an Effort to Increase Employee Work Motivation in the Perspective of Maslow's Hierarchy of Needs Theory

In any business, whether manufacturing or service, numerous tasks must be accomplished by both *top* and *middle management*, including motivation, specifically, encouragement to direct subordinates. Thus far, motivation has taken the form of encouraging and directing subordinates, as well as delegating broad responsibilities and opportunities for them to make decisions or implement policies in the course of completing their work. However, if the problem of motivation at work that has been addressed thus far is a matter of needs, which include physiological needs such as the need for clothing, food, and salary, providing THR on Eid al-Fitr in the form of cakes and drinks, feeding once during breaks, and providing clothing in the form of uniforms, employees continue to work with enthusiasm because the salary provided still does not meet the UMR's minimum standard. The critical point is that their worship can continue, but the board's needs are not met. This is due to a variety of factors, including the following: 1). The majority of employees are drawn from the neighborhood. 2) employees are also members who receive SHU, which means that if funds for board needs are depleted, the SHU received by employees will automatically be reduced. 3) due to a lack of capital and high operating costs. Second, the existence of security demonstrates the necessity of *security* and safety. Thirdly, there are social requirements. This is demonstrated by the development of harmonious interactions between leaders and employees, the presence of love and friendship, and employee cooperation to foster an atmosphere of harmony. other. Fourth, the need for appreciation, specifically by the leadership awarding additional salaries to employees who perform well when Eid arrives; this is a form of appreciation for employees who have shown dedication and dedication while working, but if the issue of official awards such as promotions has not been realized because existing employees have been adjusted to their respective skills, and indeed, employees who are trusted can perform the work. Fifth, the need for self-actualization, specifically with self-fulfillment, the ability to maximize self-potential, self-development, and to do what is most appropriate when completing his own work.

The informant's statement is quite representative and is not dissimilar to what Maslow stated in his theory of motivation, which is more commonly referred to as the hierarchy of needs theory. Indeed, increased requirements will motivate someone to seek satisfaction from them. Once the preceding lower

needs have been met, Additionally, to assist the reader in comprehending the analysis of top managers' leadership roles to increase employee work motivation through the lens of Maslow's hierarchy of needs theory, the table below will be provided. Follows:

Table 2
Analysis of the Leadership Role of *Cooperative Top Managers* as an Effort to Increase Employee Work Motivation in the Perspective of Maslow's Hierarchy of Needs Theory

No	Implementation of <i>Top Manager Leadership Roles</i> as an Effort to Increase Employee Work Motivation	Maslow's Theory of Needs
1	Provide encouragement and direction to subordinates	Physiological needs
2	Provide broad responsibilities and opportunities for them to make decisions or policies in completing their work	Self-actualization needs (<i>self-actualization needs</i>)
3	Giving THR in the form of cakes and drinks.	Physiological needs
4	Feeding one time at rest	Physiological needs (<i>physiology needs</i>)
5	Giving clothes in the form of uniforms	Physiological needs (<i>physiology needs</i>)
6	Fulfilling the need for security and safety, namely by having <i>security</i>	Safety and security needs
7	Meeting social needs is evidenced by the establishment of harmonious interactions between leaders and employees, the existence of love and friendship, and cooperation between employees.	Social needs (<i>social needs</i>)
8	Giving awards in the form of additional salaries at the time of Eid arrives by the leadership to employees for employees who perform well	<i>Esteem needs</i>
9	Self-fulfillment to use self-potential, self-development as much as possible and do what is most suitable when completing his work	Self-actualization needs (<i>self-actualization needs</i>)
10	Give rewards to employees in the form of attendance wages	Physiological needs (<i>physiology needs</i>) and esteem needs (<i>esteem needs</i>)
11	Give rewards in the form of overtime wages	Physiological needs (<i>physiology needs</i>)
12	Provide recommendations to join the exercise program	Physiological needs
13	Holding <i>outbound</i> (recreation) which aims to eliminate boredom or work boredom	Physiological needs

Source : : Hasibuan, (2002:156) and Interview with Manager

Looking at the table above, it is evident that this cooperative has realized Maslow's hierarchy of needs theory. There are only a few needs that the top manager has not implemented, namely the need for a board (house), but the need for a commission is not a physiological need, this is due to several reasons, including 1). the majority of employees are the local community, 2). employees are also members who also receive SHU, so that if the funds run out for board needs, the SHU received by employees will automatically be different, 3). due to limited capital and high costs. The need for official

awards such as promotions because in this cooperative, employees' work is based on their individual skills.

So the top leader (*top manager*) must pay attention to things related to this because the need for health and appreciation is a fundamental need to create a conducive and transparent work environment. All of that is nothing but the implementation of the role of a *top manager* as an effort to increase employee work motivation so that employees can work actively, comfortably, have a sense of security, love, and a sense of kinship, this will indirectly affect the increase in productivity and increase income. The maximum.

According to Maslow, humans have needs in life which consist of physiological needs, security and safety needs, social needs, esteem needs, and self-actualization needs. In this theory, needs are defined as forces that generate incentives for individuals to carry out activities, in order to fulfill or satisfy these needs. Needs that have been met do not function or lose the power to motivate an activity. Until now it has reappeared as a need that may be the same as the previous one.

Maslow in his theory explores different levels of need for their strength in motivating someone to do an activity. In other words, the needs are multilevel which sequentially differ in strength in motivating an activity.

Likewise, employees in this cooperative depart from Maslow's hierarchy of needs theory, so there are several needs that have been carried out by *top managers* for their employees to maintain their lives among these needs are as follows:

1. Clothing and food needs

This need is the lowest level of need in developing countries. These needs can motivate a person to work to earn income that can be used to meet physiological needs. Physiological needs are basic (principal) needs that must be met immediately, for example: food, drink, shelter, sex, and other bodily needs.

2. Security and safety needs

A need that is needed by a worker to protect himself from the threat of conflict and environmental hazards which he fears can occur at any time.

The need for security has a very broad meaning, thus the need for *security* is a driving factor that cannot be ignored inside or outside the organization.

3. Social needs

This need is expected to be able to interact with all things that can later be accepted by a group. This makes it easier for a person to work in socializing in the work environment.

4. Appreciation needs

Namely the need for recognition and appreciation in accordance with their work performance. This need requires a worker to be more enthusiastic in his work if an agency or organization gives an award to a worker or his achievements.

5. Self-actualization needs

Namely the need for self-fulfillment to use self-potential, self-development as much as possible and do what is most suitable when completing his own work. This need to use abilities and potential.

CONCLUSION

1. The implementation of the *top manager's* leadership role as an effort to increase employee motivation is very realistic, namely by providing motivation, providing encouragement and direction to subordinates, providing broad responsibilities and opportunities for them to make decisions or policies in completing their work, as well as fulfilling some of the needs of their employees. so that employees are more motivated to work so as to produce optimal activities. Motivational activities carried out continuously by the leader as *top manager* can maintain harmonious employee behavior.
2. There are several levels in Maslow's hierarchy of needs theory carried out by *top managers* as an effort to increase employee work motivation, the levels of these needs include:
 - a. Physiological needs
This need is the lowest level of need in developing countries. These needs can motivate a person to work to earn income that can be used to meet physiological needs. Physiological needs are basic (principal) needs that must be met immediately, for example: food, drink, shelter, sex, and other bodily needs. However, the need for boards is not a physiological need, this is due to several reasons, including: 1). the majority of employees are the local community, 2). employees are also members who also receive SHU, so that if the funds run out for board needs, the SHU received by employees will automatically be different, 3). due to limited capital and high costs.
 - b. Security and safety needs
The need for security is evidenced by the existence of *security* so that security is guaranteed.
 - c. Social needs
Social needs are evidenced by the establishment of harmonious interactions between leaders and employees, the existence of love and friendship, and cooperation between employees.
 - d. Appreciation needs
Official awards such as promotions have not been realized because the work of employees there is adjusted to their respective expertise. Awards given to employees are in the form of additional salaries when Eid arrives by the leadership to employees who perform well
 - e. Self-actualization needs

That is the need for self-fulfillment to use self-potential, self-development as much as possible and do what is most suitable when completing his own work. This need to use abilities and potential. That is a need to have an opinion in expressing ideas, giving an assessment and criticism of something.

The need for self-actualization is evidenced by the provision of responsibility and broad opportunities for them to make decisions or wisdom in completing their work and self-fulfillment to use their potential, develop themselves to the fullest and do what is most suitable when completing their own work.

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