

## THE EFFECT OF WELL-BEING AND HUMANIST LEADERSHIP STYLE ON PERFORMANCE WITH WORK MOTIVATION AS A MEDIATING VARIABLE INEMPLOYEES OF PT PLN (PERSERO) ULP WEST BINJAI

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### ABSTRACT

This study aims to analyze the effect of well-being and humanistic leadership style on employee performance, with work motivation as a mediating variable among employees of PT PLN (Persero) ULP Binjai Barat. This research adopts a quantitative approach using a survey method. The research sample consists of 100 employees, determined using a census technique. Data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results show that well-being has a positive and significant effect on employee performance and work motivation. Humanistic leadership style also has a positive and significant influence on employee performance and work motivation. However, work motivation does not have a significant effect on employee performance. In addition, work motivation does not mediate the relationship between humanistic leadership style and employee performance, nor does it mediate the relationship between well-being and employee performance. These findings indicate that employee performance is more strongly influenced directly by well-being and humanistic leadership style rather than through work motivation as a mediating variable.

### Introduction

In facing the dynamics of increasingly complex and competitive business environments, organizations are required to have superior, adaptive human resources (HR), and a high commitment to achieving company goals. Employee performance is a fundamental factor that determines the effectiveness and efficiency of an organization. Without optimal performance from all employees, it is difficult for organizations to maintain competitiveness, especially in the public service sector that demands high service quality and customer satisfaction. PT PLN (Persero), as a State-Owned Enterprise

(BUMN) engaged in the provision of electricity, plays a vital role in supporting national development. The West Binjai Customer Service Unit (ULP) is one of the operational units directly responsible for providing electricity distribution services to the community. In carrying out its functions, the West Binjai ULP is faced with various challenges such as demands for improving service quality, operational efficiency, and adapting to technological advances and renewable energy policies. This condition requires employees to have high work enthusiasm, optimal performance, and maintained psychological well-being.

One important factor influencing employee performance is well-being, or occupational well-being. Well-being encompasses not only physical aspects but also psychological and social aspects that make individuals feel satisfied, happy, and have meaning in their work. According to Deci and Ryan (2017), occupational well-being is formed when basic human needs—autonomy, competence, and social connectedness—are met in the work environment. Employees with high levels of well-being tend to be more productive, have a strong organizational commitment, and are more resilient to work pressure. Conversely, low levels of well-being can lead to stress, decreased motivation, and decreased individual performance.

Beyond employee well-being, leadership style also plays a crucial role in shaping employee behavior and work attitudes. In the context of modern organizations, the emergence of a humanistic leadership style has become a new paradigm that emphasizes humanitarian values, empathy, justice, and respect for the dignity of each individual.

Leaders with a humanistic style not only focus on achieving organizational targets but also pay attention to the balance between employee needs and company goals. This leadership style prioritizes open communication, emotional support, and respect for individual differences. According to Yukl (2019), humanistic leaders are able to foster mutual trust and loyalty within the team, thereby creating a conducive work climate and improving subordinate performance. The relationship between well-being and a humanistic leadership style with employee performance is often not direct, but is mediated by other psychological factors such as work motivation. Work motivation is an internal drive that influences a person's behavior in achieving organizational goals. Motivated employees have a strong desire to deliver the best work results, take initiative, and are achievement-oriented. According to Robbins and Judge (2019), work motivation can be influenced by various factors such as recognition, career development opportunities, job satisfaction, and leadership style. Humanistic leaders are able to increase the motivation of their subordinates through an approach that respects, listens to, and supports individual potential. In the context of PT PLN (Persero) ULP West Binjai, the challenges faced are not only related to the technical aspects of electricity services, but also to human resource management. Employees are required to work with discipline, professionalism, and responsiveness to customer needs, while also facing target pressure, operational risks, and high levels of social responsibility.

If not balanced with good psychological well-being and a humanistic leadership style, this can reduce employee morale and motivation, ultimately impacting overall organizational performance. Several previous studies have shown that work well-being has a positive effect on employee motivation and performance (Rahmawati, 2020; Diener et al., 2018). Similarly, a humanistic leadership style has been shown to increase employee loyalty and productivity through healthy interpersonal relationships (Luthans, 2017; Kim & Lee, 2021). However, the relationship between these two factors and performance is often mediated by work motivation. Employees with good levels of well-being and leadership support will be more motivated to work optimally, which in turn impacts performance improvement. Field conditions indicate that at PT PLN (Persero) ULP Binjai Barat, several phenomena still exist that indicate the need to improve employee performance. For example, there are still delays in completing administrative work, a lack of initiative in customer service, and low involvement in innovative activities. These phenomena could indicate a decline in work motivation or the suboptimal implementation of humanistic leadership in the workplace. Therefore, this research is important to analyze the extent to which employee well-being and humanistic leadership style influence employee performance, both directly and through the mediating role of work motivation.

This research is expected to provide both theoretical and practical contributions. Theoretically, the results of this study can enrich the literature on the relationship between well-being, humanistic leadership styles, work motivation, and employee performance in the context of public organizations in Indonesia. Practically, this research is expected to provide input for the management of PT PLN (Persero) ULP Binjai Barat in designing performance improvement strategies through strengthening employee psychological well-being, implementing humanistic leadership, and managing work motivation effectively. To clarify the research, the researcher took the performance value and formed a table as follows:

**Table 1. Performance Assessment**

No	Assessment Aspects	Weight	Short Description
1	Discipline	25%	Attendance, punctuality, and compliance with work rules and organizational policies.
2	Performance / Productivity	20%	Work results, target achievement, effectiveness and efficiency in carrying out tasks and responsibilities.
3	Teamwork	20%	Ability to collaborate, communicate, and contribute positively in work groups.
4	Innovation & Initiatives	15%	Willingness to develop new ideas, seek creative solutions, and be proactive in improving performance.
5	Ethics & Behavior	20%	Professional attitude, integrity, service to colleagues and customers, and honesty in work.

Table 1 shows the employee performance assessment of PT PLN (Persero) ULP Binjai Barat based on five main aspects. Discipline (25%) assesses attendance, punctuality, and compliance with work rules. Performance/Productivity (20%) focuses on work results, target achievement, effectiveness, and efficiency. Teamwork (20%) reflects employees' ability to collaborate and communicate positively. Innovation & Initiative (15%) assesses the willingness to develop new ideas and seek creative solutions. Meanwhile, Ethics & Behavior (20%) covers professionalism, integrity, and honesty in work. These five aspects form a comprehensive basis for evaluating employee performance for the 2023–2024 period.

To support the research to be clearer, the research conducted a pre-survey as follows:

**Table 2 Well-Being (X<sub>1</sub>)**

No	Related Statements Performance	Yes	Percentage	No	Percentage
1	I feel satisfied with my life overall.	8	26.7%	22	73.3%
2	I often feel happiness and positive emotions while working.	11	36.7%	19	63.3%
3	I rarely feel stressed, anxious, or depressed at work.	14	46.7%	16	53.3%

Based on the results of a pre-survey on employee performance aspects related to well-being, it appears that most respondents have not yet fully experienced optimal work well-being. A total of 26.7% of employees were satisfied with their lives overall, while 66.7% stated they were dissatisfied. Furthermore, 36.7% of employees often felt happiness and positive emotions while working, but another 63.3% did not feel this consistently. Meanwhile, 46.7% of employees rarely felt stressed or anxious at work, and another 53.3% still felt work pressure. These findings indicate that the level of employee well-being still needs to be improved to support more optimal performance.

**Table 3 Humanistic Leadership Style (X<sub>2</sub>)**

No	Related Statements Performance	Yes	Percentage	No	Percentage
1	My boss shows empathy and concern for employees' feelings.	10	33.3%	20	66.7%
2	My boss is open to opinions and suggestions from employees.	13	43.3%	17	56.7%
3	My boss respects every employee regardless of position or background.	15	50%	15	50%

Based on the results of the pre-survey regarding humanistic leadership styles, it shows that the majority of employees believe that the implementation of leadership oriented towards human values still needs to be improved. As many as 33.3% of respondents stated

that superiors show empathy and concern for employee feelings, while 66.7% felt that this was not optimal. Furthermore, 43.3% of respondents considered superiors to be open to employee opinions and suggestions, while 56.7% thought otherwise. Regarding respect for individual dignity, the results were balanced, namely 50% of respondents felt that superiors have respected every employee regardless of position or background, and the other 50% did not feel this. Overall, these results illustrate that the humanistic leadership style in the workplace is still at a moderate level and requires strengthening in aspects of empathy, open communication, and respect for employees.

**Table 4. Work Motivation (Z)**

No	Related Statements Performance	Yes	Percentage	No	Percentage
1	I have a clear goal in my work.	14	46.7%	16	53.3%
2	I try hard to complete the work as best as possible.	9	30%	21	70%
3	I remain enthusiastic even though I face difficulties at work.	12	40%	18	60%

Based on the pre-survey results, it can be seen that most employees do not have a clear direction and work goals. This is evident from 53.3% of respondents who stated they did not have a definite goal in carrying out their work, while only 46.7% did have clear goals. This condition indicates that some employees still need direction and a deeper understanding of their targets and responsibilities. Furthermore, in terms of task completion efforts, 70% of respondents admitted to not trying hard to complete their work as well as possible, while only 30% showed a high commitment to completing their work. This indicates that the level of dedication and intrinsic drive in carrying out tasks is still low. However, in terms of work morale, 40% of respondents still maintained enthusiasm despite facing difficulties, although the majority ( 60% ) tended to show less resilience and motivation in facing challenges. Overall, these results illustrate that employees still need increased motivation, clearer goal setting, and strengthened commitment to optimize performance.

**Table 5 Performance (Y)**

No	Related Statements Performance	Yes	Percentage	No	Percentage
1	I always strive to produce high quality work.	11	36.7%	19	63.3%
2	I can complete the work according to the targeted amount.	10	33.3%	20	66.7%
3	I always complete work according to the specified deadline.	13	43.3%	17	56.7%

Based on the pre-survey results, it appears that most employees are not yet performing optimally in terms of quality, quantity, and timeliness. Sixty-three percent of respondents stated that they do not consistently strive to produce high-quality work, while only 36.7 percent consistently maintain the quality of their work. This indicates the need for improved work standards and monitoring of work results.

In terms of quantity, 66.7% of respondents admitted they were unable to complete work according to the targeted amount, and only 33.3% were able to meet that target. This condition indicates a constraint on productivity, either due to a high workload, lack of time planning, or low work motivation. Meanwhile, regarding punctuality, 56.7% of respondents stated they were not always able to complete work by the specified deadline, while 43.3% were able to meet deadlines. Overall, these results indicate that aspects of quality, quantity, and timeliness still require special attention so that employee performance can improve comprehensively and sustainably.

### **Identification of problems**

Based on the background that has been created, the researcher made the following problem identification:

1. The employee's well-being condition is not yet optimal , as can be seen from the fact that there are still employees who feel less well-being psychologically and emotionally in carrying out their duties, such as high work pressure, mental fatigue, and a lack of balance between work and personal life.
2. The humanist leadership style has not been applied consistently , where some leaders have not fully paid attention to emotional needs, provided empathy, or appreciated the individual contributions of employees as a whole.
3. Employee work motivation tends to fluctuate , characterized by a decrease in enthusiasm in completing work, low initiative, and a lack of encouragement to achieve maximum work performance.
4. Employee performance has not reached the expected target , as can be seen from the work results which are not optimal in terms of quality, quantity, and timeliness of task completion.
5. Lack of work environment support for improving employee welfare , such as work-life balance programs, awards, and effective interpersonal communication.
6. The role of leadership in raising work motivation is not yet optimal , where the leadership style applied is not fully capable of encouraging employees to commit to organizational goals.
7. The low level of employee involvement in the decision-making process can reduce the sense of ownership of the work and hinder performance improvement.
8. The need for a strategy to increase work motivation as a mediator between well-being and humanistic leadership style on performance, so that the relationship between variables can be stronger and have a significant impact on employee work results.

### **Formulation problem**

Based on the background described previously, the problems in this research can be formulated into several research questions as follows:

1. Does Well-being have a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat?

2. Does Humanistic Leadership Style have a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat?
3. Does Well-being have a positive and significant effect on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat?
4. Does Humanistic Leadership Style have a positive and significant effect on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat?
5. Does Work Motivation have a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat?
6. Does Well-being have a positive and significant effect on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat?
7. Does Humanistic Leadership Style have a positive and significant effect on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat?

### Research objectives

The purpose of this study is to determine and analyze the influence of well-being variables and humanistic leadership styles on employee performance , both directly and through work motivation as a mediating variable at PT PLN (Persero) ULP West Binjai. Specifically, the objectives of this study are:

1. To test and analyze the influence of Well-being on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
2. To test and analyze the influence of Humanistic Leadership Style on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
3. To test and analyze the influence of Well-being on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat.
4. To test and analyze the influence of Humanistic Leadership Style on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat.
5. To test and analyze the influence of Work Motivation on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
6. To test and analyze the influence of Well-being on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat.
7. To test and analyze the influence of Humanistic Leadership Style on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat.

### Benefits of research

This research is expected to provide both theoretical and practical benefits for various related parties, as follows:

1. Theoretical Benefits
  - a. This research is expected to enrich scientific studies in the field of human resource management (HR) , especially regarding the influence of well-being , humanistic leadership style , and work motivation on employee performance .
  - b. The results of this study can be a scientific reference for further research that examines the concept of psychological well-being and humanist leadership in the context of public organizations or state-owned enterprises.
  - c. This research is also expected to contribute to the development of theory on the role of work motivation as a mediating variable , thereby strengthening the

understanding of the relationship between psychological factors, leadership, and individual performance in organizations.

## 2. Practical Benefits

- a. For the Management of PT PLN (Persero) ULP West Binjai , the results of this study can be used as consideration in designing policies and strategies to improve employee performance through strengthening work welfare, implementing a humanistic leadership style, and increasing work motivation.
- b. This research can help management understand the factors that most influence employee productivity and work enthusiasm, so that strategic steps can be taken to create a positive and harmonious work environment.
- c. For employees , this research can increase awareness of the importance of psychological well-being and humanistic leadership support in supporting job success and satisfaction.
- d. For academics and other researchers , the results of this study can be used as a reference and comparative material to develop similar research models in different organizational contexts, both in the public and private sectors.

## 3. Social Benefits

- a. This research is expected to contribute to improving the quality of public services within PT PLN (Persero), thus having a positive impact on public satisfaction and trust as customers.
- b. By increasing employee welfare and motivation, it is hoped that a work culture will be created that is oriented towards humanity, professionalism and higher social responsibility.

## Employee Performance

According to Dessler (2019), performance is the work results of a person in carrying out their responsibilities, measured based on standards of productivity, efficiency, and work effectiveness. According to Mangkunegara (2017), employee performance is the work results both in quality and quantity achieved by a person in carrying out their duties according to the responsibilities given by the organization.

## Indicators of Employee Performance

According to Mangkunegara (2017):

1. Work quality
2. Work quantity
3. Timeliness
4. Responsibility
5. Cooperation

## Factors Influencing Employee Performance

Factors influencing employee performance according to Mangkunegara (2017) can be divided into several main groups, namely:

1. Work Motivation, the higher the employee's motivation, the greater the drive to achieve work targets.

2. Competence, the abilities, skills, and knowledge possessed by an employee positively influence work results.
3. Work Discipline, discipline in time, responsibility, and regulations increases work effectiveness.
4. Work Environment, a comfortable, safe, and conducive work atmosphere positively influences productivity.
5. Leadership, a good leadership style is able to motivate and direct employees to work optimally.
6. Compensation and Recognition, fair rewards foster satisfaction and improve performance.
7. Organizational Culture: positive values, norms, and habits within the organization encourage employee work spirit.
8. Training and Development, improving abilities through training significantly impacts work quality.
9. Communication and Teamwork, effective communication and team synergy facilitate task execution.
10. Employee Health and Well-being, good physical and mental conditions support productivity and performance.

### **Well-Being**

According to Huppert (2019), well-being is a state of an individual indicating optimal psychological functioning, characterized by happiness, vitality, meaning in life, and the ability to adapt to challenges. According to Diener et al. (2018), well-being is an individual's welfare condition that includes life satisfaction, positive emotional experiences, and the absence of negative emotions, describing a person's level of happiness and quality of life.

### **Indicators of Well-Being**

According to Diener et al. (2018), namely:

1. Life satisfaction
2. Positive emotions
3. Low negative emotions
4. Life balance
5. Meaning in life

### **Humanistic Leadership Style**

According to Han, Seo, & Yoon (2020), humanistic leadership is an approach that places humans at the core of the organization, where leaders act as guides, listeners, and facilitators in developing employee potential. According to Kim and Lee (2021), humanistic leadership is a leadership style oriented towards human values, such as empathy, respect for individual dignity, and concern for employee welfare, with the aim of building mutually respectful and supportive work relationships.

### **Indicators of Humanistic Leadership Style**

According to Kim & Lee, 2021:

1. Empathy towards subordinates (empathy)

2. Open and two-way communication (open communication)
3. Respect for individual dignity (respect for human dignity)
4. Fairness and honesty in decisions (fairness)
5. Support for employee self-development (developmental support)

### Work Motivation

According to Hasibuan (2019), work motivation is the provision of a driving force that creates a person's enthusiasm to work with zeal in order to achieve organizational goals. According to Robbins and Judge (2019), work motivation is a process that explains the intensity, direction, and persistence of a person in achieving work goals.

### Indicators of Work Motivation

According to Robbins & Judge (2019):

1. Direction of effort (direction)
  2. Work intensity (intensity)
  3. Persistence (persistence)
  4. Clear goals (goal orientation)
- Satisfaction with results (job satisfaction)

### Conceptual Framework

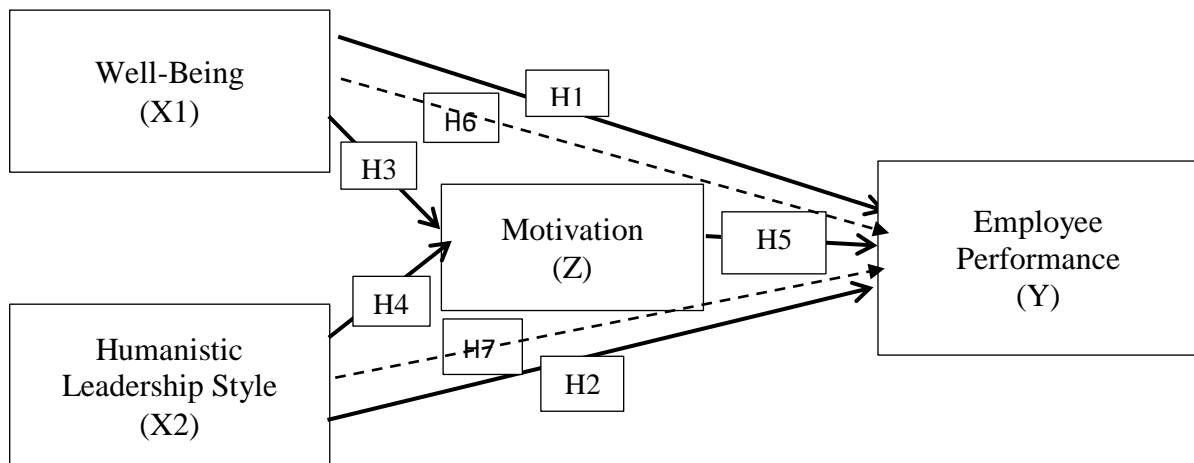


Figure I Kerangka Konseptual

### Research Hypotheses

- H1 Well-being has a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
- H2 Humanistic leadership style has a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
- H3 Well-being has a positive and significant effect on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat.
- H4 Humanistic leadership style has a positive and significant effect on Employee Work Motivation at PT PLN (Persero) ULP Binjai Barat.
- H5 Work motivation has a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Binjai Barat.
- H6 Well-being has a positive and significant effect on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat.

H7 Humanistic leadership style has a positive and significant effect on Employee Performance through Work Motivation at PT PLN (Persero) ULP Binjai Barat.

## Method

### Types of research

According to Sugiyono (2019) , quantitative research is a research method based on the philosophy of positivism, used to study a specific population or sample, data collection using research instruments, and quantitative or statistical data analysis to test predetermined hypotheses. Meanwhile, according to Sekaran and Bougie (2020) , quantitative research aims to explain phenomena through numerical measurements and statistical analysis, so that research results can be generalized. This research also uses an associative approach , namely research that aims to determine the relationship or influence between two or more variables. According to Sugiyono (2018) , associative research is used to analyze the relationship between independent variables and dependent variables, both directly and indirectly.

### Population and Research Sample

#### Research Population

According to Sugiyono (2019) , population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Meanwhile, according to Arikunto (2019) , population is the entire research subject, whether in the form of humans, objects, or symptoms, which are the source of research data. Based on this definition, the population in this study is all employees of PT PLN (Persero) Customer Service Unit (ULP) West Binjai , which totals 83 employees . This population was chosen because all employees have a direct role in supporting the company's operations and performance achievement, so it is relevant to the variables studied, namely well-being , humanistic leadership style , work motivation , and employee performance .

#### Research Sample

According to Sugiyono (2018) , a sample is a portion of the number and characteristics possessed by the population. Meanwhile, according to Sekaran and Bougie (2020) , a sample is a portion of individuals or elements of a population taken to represent the characteristics of the entire population. In this study, the sampling technique used is the census sampling technique . According to Sugiyono (2018) , census sampling is a sampling technique where all members of the population are used as samples. This technique is usually used if the population is relatively small or less than 100 people, so that the entire population is used as a sample so that the research results are more accurate and representative. Thus, because the population in this study was 83 employees , the entire population was used as a research sample ( $n = 83$ ) .

#### Research Data Sources

According to Sugiyono (2018), a data source is the subject from which data is obtained. Data used in research can be obtained from primary or secondary sources, depending on the research objectives and needs. Meanwhile, according to Arikunto (2019), a data source is anything that can provide information relevant to the research problem, whether in the

form of people, documents, or other objects. In this study, the data sources used consist of two types:

**Primary Data**

According to Sekaran and Bougie (2020) , primary data is data collected directly by researchers from original sources for the specific purposes of the research being conducted. In the context of this research, primary data was obtained directly from employees of PT PLN (Persero) ULP West Binjai through the distribution of questionnaires . The data includes respondents' responses to the variables of well-being, humanistic leadership style, work motivation, and employee performance . Questionnaires were used because they are considered an effective instrument in obtaining large amounts of data in a relatively short and efficient time.

**Operational Definition of Variables**

The operational definition of the variables explains the meaning of each research variable in a measurable manner, so that it can be observed and measured using a research instrument (questionnaire). The variables in this study consist of Well-Being , Humanistic Leadership Style , Work Motivation , and Employee Performance . The table is as follows:

**Table 1 Definition of operational variables**

Variables	Definition	Indicator
Employee Performance (Y)	According to Mangkunegara (2017), employee performance is the work results both in quality and quantity achieved by a person in carrying out their duties according to the responsibilities given by the organization.	According to Mangkunegara (2017): 1. Work quality 2. Work quantity 3. Timeliness 4. Responsibility 5. Cooperation
Work motivation (Z)	According to Robbins & Judge (2019), work motivation is a process that explains a person's intensity, direction, and persistence in achieving work goals.	According to Robbins & Judge (2019), 1. Direction of effort ( <i>direction</i> ) 2. Work intensity ( <i>intensity</i> ) 3. Persistence ( <i>persistence</i> ) 4. Clear goals ( <i>goal orientation</i> ) 5. Satisfaction with results ( <i>job satisfaction</i> )

<p style="text-align: center;"><i>Well-Being</i> (X1)</p>	<p>According to Diener et al. (2018), well-being is a state of individual well-being that encompasses life satisfaction, the experience of positive emotions, and the absence of negative emotions, reflecting a person's level of happiness and quality of life.</p>	<p>According to Diener et al. (2018), <i>well-being indicators</i> consist of:</p> <ol style="list-style-type: none"> <li>1. <i>Life satisfaction</i></li> <li>2. <i>Positive emotions ( positive affect )</i></li> <li>3. <i>Low negative emotions ( low negative affect )</i></li> <li>4. <i>Balance in life</i></li> <li>5. <i>The meaning of life ( life meaning )</i></li> </ol>
<p style="text-align: center;">Humanistic Leadership Style (X2)</p>	<p>According to Kim &amp; Lee (2021), humanistic leadership is a leadership style oriented toward human values, such as empathy, respect for individual dignity, and concern for employee well-being, with the goal of building mutually respectful and supportive working relationships.</p>	<p>According to Kim &amp; Lee (2021), indicators of a humanistic leadership style include:</p> <ol style="list-style-type: none"> <li>1. <i>Empathy towards subordinates ( empathy )</i></li> <li>2. <i>Open and two-way communication ( open communication )</i></li> <li>3. <i>Respect for individual dignity ( respect for human dignity )</i></li> <li>4. <i>Justice and honesty in decisions (fairness)</i></li> <li>5. <i>Support for employee self-development ( developmental support )</i></li> </ol>

### Data Analysis Techniques

Data analysis in this study was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.0 software. This technique is used because it is capable of analyzing complex relationships between latent variables, both reflective and formative, and does not require a strictly normal data distribution. According to Hair, Hult, Ringle, and Sarstedt (2022), PLS-SEM is a variance-based structural equation modeling approach used to estimate causal relationships between latent variables and their indicators, as well as between latent variables in a structural model. This method is more flexible than covariance-based SEM (CB-SEM) because it can be used for small samples and non-normally distributed data.

### Smart PLS 3.0 Analysis Steps

Data analysis with SmartPLS 3.0 is carried out through two main stages, namely evaluation of the measurement model (outer model) and evaluation of the structural model (inner model):

1. Measurement Model Evaluation ( *Outer Model* ) This stage is used to assess the relationship between latent variables and their indicators. According to Hair et al. (2022), outer model testing includes:
  - a. *Convergent validity* (through loading factor values  $\geq 0.7$  and AVE  $\geq 0.5$ )
  - b. *Discriminant validity* (through cross loading values and the Fornell-Larcker criterion )
  - c. Construct reliability (through Cronbach's alpha and Composite reliability values  $\geq 0.7$ )
2. Structural Model Evaluation (Inner Model) This stage is used to assess the relationships between latent variables in the research model. According to Ghazali and Latan (2019), inner model testing includes:
  - a. The  $R^2$  value is used to measure the level of influence of the independent variable on the dependent variable.
  - b. The t-statistic and p-value tests are used to test the significance of the relationship between variables.
  - c. The  $f^2$  value is used to assess the effect size between variables.
  - d.  $Q^2$  (Predictive Relevance) value to test the predictive ability of the model.
  - e. Bootstrapping is used to test the significance of the relationship paths between latent variables.

## Results and Discussion

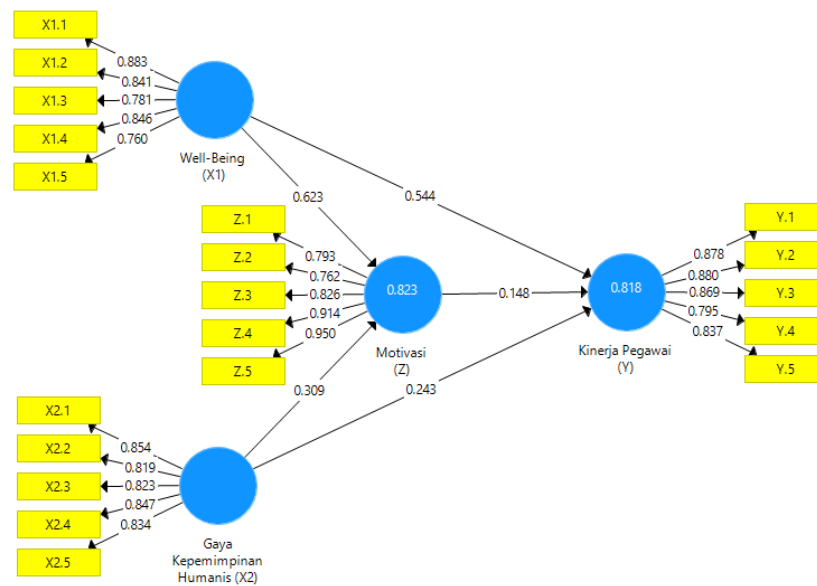
### *Outer Model Analysis*

The purpose of external model evaluation is to assess the validity and dependability of a particular model. This analysis will be based on the effect of loadings, AVE (Average Variance Extracted), discriminant validity, and composite reliability.

### **Loading factor**

Factor loading is the first step in validating a model; it must be greater than 0.6 for the indicator to be considered valid. Otherwise, it must be based on the model (Husein, 2015). To understand the outer model analysis of this study, see the following figure:

**Figure 1. Outer Model**



**Figure 2. Outer Model**

Source : Smart PLS3.3.3

The graph above shows that each variable has a loading factor of 0 for the latent variable and a loading factor of 0.7 for the manifest variable. This indicates that all indicators and loading factors are valid. The regression analysis for this study is as follows: substructure 1

$$Z = b_1X_1 + B_2X_2 + e_1$$

$$Z = 0.623 + 0.309 + e_1$$

For substructure 2

$$Y = b_2 X_1 + b_2X_2 + b_5Z + e_2$$

$$Y = 0.544 + 0.243 + 148 + e_2$$

**Table 2. Outer Loadings**

	Humanistic Leadership Style (X2)	Employee Performance (Y)	Motivation (Z)	Well-Being (X1)
X1.1				0.883
X1.2				0.841
X1.3				0.781
X1.4				0.846
X1.5				0.760
X2.1	0.854			
X2.2	0.819			
X2.3	0.823			
X2.4	0.847			
X2.5	0.834			
Y.1		0.878		
Y.2		0.880		
Y.3		0.869		
Y.4		0.795		
Y.5		0.837		
Z.1			0.793	
Z.2			0.762	
Z.3			0.826	
Z.4			0.914	
Z.5			0.950	

Source : Smart PLS3.3.3

Based on the results of the outer loadings test, all indicators in the Well-Being (X1), Humanistic Leadership Style (X2), Motivation (Z), and Employee Performance (Y) variables have outer loading values above 0.70. This indicates that each indicator has met the convergent validity criteria and is able to reflect its construct well. Thus, all indicators are declared valid and suitable for use in the research model.

**Discriminant Validity**

In addition, there is a discriminant validity test , which is seen from *the Fornell-Lacker Criterion value* and the AVE value of each statement instrument on the reflective indicators in this study. Both tables are used to ensure that the variables in this study are valid.

**Table 3. Discriminant Validity**

	Humanistic Leadership Style (X2)	Employee Performance (Y)	Motivation (Z)	Well-Being (X1)
X1.1	0.771	0.800	0.856	0.883
X1.2	0.719	0.808	0.730	0.841
X1.3	0.640	0.728	0.687	0.781
X1.4	0.771	0.738	0.742	0.846

X1.5	0.731	0.570	0.653	0.760
X2.1	0.854	0.708	0.673	0.704
X2.2	0.819	0.770	0.736	0.733
X2.3	0.823	0.749	0.801	0.781
X2.4	0.847	0.645	0.677	0.743
X2.5	0.834	0.665	0.681	0.711
Y.1	0.683	0.878	0.668	0.704
Y.2	0.741	0.880	0.805	0.769
Y.3	0.750	0.869	0.703	0.796
Y.4	0.636	0.795	0.647	0.733
Y.5	0.800	0.837	0.765	0.790
Z.1	0.749	0.603	0.793	0.724
Z.2	0.596	0.573	0.762	0.624
Z.3	0.691	0.731	0.826	0.732
Z.4	0.765	0.823	0.914	0.840
Z.5	0.836	0.827	0.950	0.865

Source : Smart PLS3.3.3

Based on the results of the discriminant validity test, each indicator has the highest loading value on the construct it measures compared to other constructs. This indicates that each indicator is able to differentiate the constructs of Well-Being (X1), Humanistic Leadership Style (X2), Motivation (Z), and Employee Performance (Y) well. Thus, the measurement model has met the criteria for discriminant validity.

### Composite reliability

In a composite reliability study, each variable is compared for its reliability value. If the variable value is greater than 0.60, the study is considered reliable; if it is between 0.60 and 0.7, it is unreliable. There are several blocks to determine whether the study is reliable, valid, or not. Among them are the Cronbach alpha value, Composite Reliability, and AVE, which can be seen in the table below:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Humanistic Leadership Style (X2)	0.892	0.920	0.698
Employee Performance _(Y)	0.906	0.930	0.727
Motivation _(Z)	0.904	0.929	0.726
Well-Being _(X1)	0.881	0.913	0.678

Source : Smart PLS3.3.3

Based on the results of the reliability and construct validity tests, all variables have Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50. This indicates that the constructs of Humanistic Leadership Style (X2), Employee

Performance (Y), Motivation (Z), and Well-Being (X1) have met the reliable and valid criteria, so they are suitable for use in structural model analysis.

**Inner Model Analysis**

Structural model evaluation (inner model) is conducted to ensure that the underlying model is accurate and reliable. Some examples of checks performed in primary model evaluation are as follows:

**Coefficient of Determination (R2)**

The R-square test is used to measure the model's ability to explain variations in the dependent variable (Ghozali, 2014, p. 183). The SmartPLS 3.0 software output results regarding R-square are as follows:

**Table 5. R Square Results**

	R Square	Adjusted R Square
Employee Performance _(Y)	0.818	0.811
Motivation _(Z)	0.823	0.819

Source : Smart PLS3.3.3

Based on the R Square value, the Employee Performance (Y) variable has a value of 0.818 and Motivation (Z) of 0.823, which indicates that most of the variation in both variables can be explained by the independent variables in the model. The high Adjusted R Square value confirms that the research model has strong explanatory power.

**Hypothesis Testing**

After analyzing the inner model, the next step is to analyze the relationship between idle builds, as hypothesized in this review. This specific analysis was conducted by examining T-statistics and P-values. Speculation was used to determine whether T-indicators were >1.96 and P-values <0.05. The following are the results of the Direct Impact Road Coefficient:

**Table 6. Path Coefficients ( Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Humanistic Leadership Style (X2) -> Employee Performance _(Y)	0.243	1,963	<b>0.025</b>	<b>Accepted</b>
Humanistic Leadership Style (X2) -> Motivation _(Z)	0.309	3,111	<b>0.001</b>	<b>Accepted</b>
Motivation _(Z) -> Employee Performance _(Y)	0.148	1,230	<b>0.110</b>	<b>Rejected</b>
Well-Being _(X1) -> Employee Performance _(Y)	0.544	3,795	<b>0,000</b>	<b>Accepted</b>
Well-Being _(X1) -> Motivation _(Z)	0.623	6,310	<b>0,000</b>	<b>Accepted</b>

Source : Smart PLS3.3.3

1. Humanistic Leadership Style on Employee Performance

The influence of humanistic leadership style on employee performance is positive with a coefficient of 0.243, a T-statistic value of 1.963, and a P-value of 0.025 (<0.05). These results indicate that the better the humanistic leadership style, the more employee performance tends to increase.

2. Humanistic Leadership Style towards Motivation

Humanistic leadership style has a positive effect on motivation with a coefficient value of 0.309, a T-statistic of 3.111, and a P-value of 0.001 (<0.05). This indicates that humanistic leadership can significantly increase employee motivation.

3. Motivation for Employee Performance

Motivation has an influence coefficient of 0.148, with a T-statistic of 1.230 and a P-value of 0.110 (>0.05). These results indicate that motivation has not been able to significantly influence employee performance improvement.

4. Well-Being on Employee Performance

Well-being has a positive and significant effect on employee performance with a coefficient of 0.544, a T-statistic of 3.795, and a P value of 0.000 (<0.05). This indicates that employee well-being is a dominant factor in improving performance.

5. Well-Being towards Motivation

Well-being has a strong positive influence on motivation with a coefficient of 0.623, a T-statistic of 6.310, and a P-value of 0.000 (<0.05). This confirms that the higher the level of employee well-being, the higher their work motivation.

**Table 7. Path Coefficients ( Indirect Effect )**

	Original Sample (O)	T Statistics ( O/STDEV I)	P Values	Results
Humanistic Leadership Style (X2) -> Motivation (Z) -> Employee Performance (Y)	0.046	1,164	<b>0.122</b>	<b>Rejected</b>
Well-Being (X1) -> Motivation (Z) -> Employee Performance (Y)	0.092	1,151	<b>0.125</b>	<b>Rejected</b>

Source : Smart PLS3.3.3

6. The Influence of Humanistic Leadership Style on Employee Performance through Motivation

The test results showed an indirect effect coefficient of 0.046, with a T-statistic of 1.164 and a P-value of 0.122 (>0.05). These results indicate that motivation is unable to mediate the effect of humanistic leadership style on employee performance, so the hypothesis is rejected.

7. The Influence of Well-Being on Employee Performance through Motivation

The indirect effect of well-being on employee performance through motivation has a coefficient of 0.092, with a T-statistic of 1.151 and a P-value of 0.125 (>0.05). This indicates that motivation does not act as a mediating variable, so the hypothesis is rejected.

## Conclusion

After getting the results of the research, the researcher drew conclusions. The conclusions of this research are as follows:

1. Humanistic leadership style has a positive and significant effect on employee performance, so the hypothesis is accepted .
2. The humanistic leadership style has been proven to be able to increase employee motivation significantly, so the hypothesis is accepted .
3. Motivation does not have a significant effect on employee performance, so the hypothesis is rejected .
4. Well-being has a positive and significant influence on employee performance, so the hypothesis is accepted .
5. Well-being has a positive and significant influence on employee motivation, so the hypothesis is accepted .
6. Motivation is not able to mediate the influence of humanistic leadership style on employee performance, so the hypothesis is rejected .
7. Motivation does not play a role as a mediating variable in the relationship between well-being and employee performance, so the hypothesis is rejected .

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