**SELF EFFICACY, SELF ACTUALIZATION, JOBSATISFACTION,ORGANIZATION CITIZENSHIP BEHAVIOR (OCB),**

**EFFECT ON EMPLOYEE PERFORMANCE**

**ABSTRACT**

Human resources are an important asset in achieving organizational goals. One of the factors that influence the success rate of an organization is employee performance. The purpose of this study is to determine the effect of self efficacy, self-actualization, job satisfaction and organization citizenship behavior (OCB) on employee performance in PT. IspatPancaPutera Gresik, either simultaneously or partially. data collection was done by questionnaire and analyzed by using multiple linear regression analysis, F test and t test. The sample used in this study is 60 respondents from the total employee population of 150 people, using simple random sampling method.

*Keywords:self efficacy, self-actualization, job satisfaction, organization citizenship behavior (OCB), employee performance*

Sumber daya manusia merupakan aset penting dalam rangka pencapaian tujuan organisasi. Salah satu faktor yang mempengaruhi tingkat keberhasilan suatu organisasi adalah kinerja karyawan. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh efikasi diri, aktualisasi diri, kepuasan kerja dan *organization citizenship behavior* (OCB) terhadap kinerja karyawan di PT. Ispat Panca Putera Gresik, baik secara simultan maupun parsial. pengumpulan data dilakukan dengan kuesioner dan dianalisis dengan menggunakan teknik analisis regresi linier berganda, uji F dan uji t. Sampel yang digunakan dalam penelitian ini adalah 60 responden dari jumlah populasi karyawan sebesar 150 orang, dengan menggunakan metode *simple random sampling.*

Kata kunci: efikasi diri, aktualisasi diri, kepuasan kerja,organization citizenship behavior (OCB), kinerja karyawan

**INTRODUCTION**

The main resource in the company is Human Resources (HR), Human Resources is a part that can not be separated in achieving the goals of a company. Effective and efficient human resource management is essential to succeed in today's highly competitive marketplace. The existence of human resources is not only seen as one of the factors of production but its existence serve as the spearhead of the running of company management. Success or failure of a company depends on the quality of human resources owned. Companies with high-quality human resources capable of performing the functions of the organization well so as to achieve the goals of the company. High quality of human resources can be seen and measured through employee performance.

Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2006). The higher the performance of employees then a company will be easier to reach the position of market leader and able to maintain the company itself (Widayat, 2010). In today's dynamic world of work, where work is increasingly being worked out in teams and flexibility is critical, companies are in dire need of employees who are able to complete work beyond the target, not just to abort duty. Sensitivity to the surrounding environment is also needed, such as helping other individuals in the team, advancing and learning new things, being willing to do extra work, avoiding unnecessary conflicts, obeying the rules, and continuously trying to advance the company. This kind of employee behavior is referred to as Organizational Citizenship behavior (OCB) behavior.

Bateman & Organ (1988) explains that Organizational Citizenship Behavior (OCB) is an extra-role performance, a beneficial behavior done on the part of the employees themselves, irrespective of the obligations imposed on it in order to assist others in achieving organizational goals (Garg & Rastogi , 2006) Employees with high OCBs, will increase their productivity and success within an organization and success is not done for itself alone but also for the benefit of the company. One of the factors that influence the creation of OCB behavior is by fulfilling employee job satisfaction. Job satisfaction is a common attitude toward a person's job, the difference between the amount of rewards a worker receives and the amount they believe they should receive (Robbins 2003).

Job satisfaction is based on feelings felt by employees because of factors that support the completion of work such as salaries and benefits, opportunities to get promotions, working conditions, a fair assessment of work, teamwork, and good treatment and supervision from the leadership to the employee own. Kreitner & Kinicki (2003) divide the causes of satisfaction into five models. One of the models is the fulfillment of needs. In this model it is explained that satisfaction is determined by the characteristics of a job allowing an individual to meet his needs. Unmet needs can affect the satisfaction and cessation of employees. In line with this, Indrayati (2014) explains that employees who have satisfaction, work appears when one's expectations are met. On the contrary, employees whose expectations are not met will not achieve job satisfaction. Hope it is the needs and desires of employees, which is one important factor in motivating employees because as humans have primary, secondary, and tertiary needs. One of the intrinsic needs of the self that must be fulfilled is self-actualization.

Self-actualization is a process of meeting the ultimate needs in the needs theory of Abraham Maslow, where one is directed to make improvements in attitudes and behavior. Self Actualization is defined as an instinctive need in humans to do the best what can be done. Every employee has the potential to achieve self-actualization, because this is a human intrinsic necessity. But sometimes employees find it difficult to reach the level of self-actualization because some of them are difficult to realize the needs of its own essence. Though they have the capacity to grow, develop and make changes to a better direction again. So that should be underlined here is how big companies or organizations are able to encourage employees to actualize themselves so as to create good performance.

To help a person in order to actualize himself to achieve a desired goal, self-efficacy or self-belief is required. With a strong confidence will make them do the job with maximum effort and survive.

As argued by Ivancevich et.al, (2011) Self-efficacy is relatedwith confidence in the competence and ability possessed. Specifically, self efficacy refers to the individual's belief in his ability to successfully complete a task. especially on a challenging task, it must systematically develop a high self efficacy. Luthans suggests that self-efficacy can produce: (1) a decision to display a particular task in a particular context, (2) an attempt made to accomplish the task, (3) The level of endurance that appears does not match the evidence and difficulties encountered.

People who have high self-efficacy usually do a better job in various tasks, and vice versa people with low self-efficacy will do a poor job. Self-efficacy is not only about strength or determined by a hard effort but determined by successful experience.This research is also motivated by the development of several previous studies, concerning the influence of Organizational Citizenship Behavior (OCB), Job Satisfaction, Self Actualization on Employee Performance. The research conducted by Adhani (2013) which analyzes the effect of self-actualization and workload on work performance, shows that Self Actualization has a positive and significant influence on employee work performance whereas there is no significant effect between workload on employee performance. This study attempts to broaden the understanding of the effect of self-efficacy, self-actualization, job satisfaction and organizational citizenship behavior (OCB) on employee performance at PT. Ispat Panca Putera (IPP), whose production field is iron concrete and steel construction.

Along with the development and change of the company's Foreign Investment (PMA), which requires employees to adjust to changes. For example in terms of employee behavior is closely related to the level of productivity and company performance. Therefore, it is expected that with the transformation in various elements and the creation of a good system, able to bridge employees in terms of low education, for example by building IT systems, which was once conventional, now SAP and so forth. Thus the employees will change to be more advanced. Still low level of quality of human resources of PT. IPP becomes a separate problem that can be researched further.

Low employee quality will affect employee performance. This is because the demands of companies that require companies to continue to grow and innovate, but employees have not been able to compensate. Description of the background of the above problems show that the performance of employees in PT. IPP is still not optimal. Based on the results of the research that the indication of problems in the field lies in the low performance results of employees who are still below target. This is not comparable to the overall improvement of the company's performance in the annual annual report, in terms of sales, finance and operations, the company has increased significantly. Based on the problems that occur, need further research on self efficacy, self-actualization, job satisfaction and Organizational Citizenship Behavior (OCB) can affect the performance of employees at PT. IPP From the problems that have been put forward it can be formulated research questions as follows:

1. Is there any effect of self efficacy on employee performance in PT. IPP?

2. Is there any influence self-actualization on employee performance in PT. IPP?

3. Is there any influence of job satisfaction on employee performance in PT. IPP?

4. Is there any influence of OCB on employee performance in PT. IPP?

5. Is there any influence of self efficacy, self-actualization, job satisfaction and OCB on employee performance simultaneously in PT. IPP?

**LITERATURE REVIEW**

**Self Efficacy**

Self-efficacy is a theory in the cognitive discipline that is the result of Albert Bandura's main research. So this theoretical review emphasizes on the results of Bandura study which includes the influence of self efficacy on the academic performance of learners and the relationship between self efficacy with achievement in general. Self-efficacy or conscious ability, refers to the individual's self-confidence in his ability to achieve success in performing a given task (Bandura, 1997). If the individual feels capable of performing the task successfully, then the task will be lived. The task will be avoided if it is too difficult. But for an individual with a low self-efficacy level, he will easily give up when the task he has to do is difficult. For individuals with high self-efficacy level, no matter how difficult the task, he will survive and try to solve it. When individuals with low self-efficacy levels fail to do the work, they will attribute the failure as a lack of self-ability and tend to lose confidence in their abilities. When they succeed, they will attribute their success to external factors.

If the student mastered and was able to complete a challenging task with very little help, his level of efficacy will increase (Bandura, 1986). Individuals who have high self efficacy tend to want challenging tasks, last longer, and try optimally in the process. If they fail, they attribute it to their lack of effort or an unfavorable environment. If they are successful, they connect their success to their abilities. This is a perception that their ability leads to success that affects outcomes rather than because of their real real capabilities. (ibid) There are four factors that determine Self-efficacy, namely:

a) An individual experience (enactive mastery experience) that refers to a past experience of success or failure that is then internalized. The success he achieves will increase his self efficacy, while repeated failures will degrade him. Success or failure will affect his or her ability on subsequent tasks.

b) The vicarious experience of learning, ie the process of modeling or learning from

others will affect the individual's self-efficacy if the model is relevant.

c) Persuasion verbal (verbal persuasion), namely verbal persuasion conducted by people who become role models and have the ability to realize everything done, can improve individual self efficacy. In education, verbal persuasion conveyed by educators is often in the form of verbal feedback, evaluation, and encouragement. Persuasion must be realistic, sincere, and derived from a credible source; if not then it will negatively affect the self-efficacy of the learner.

d) Physiological and emotional states (physiological and emotional states), where individuals will see physiological conditions characterized by heart rate, breath, sweat and emotional rhythms (mood) in assessing ability, the emotional state that is facing the individual will affect the individual belief in perform task. Confidence in abilities varies among individuals and is fluctuating in one individual for different tasks (Bandura, 1997). In many activities, self efficacy contributes to self-actualization (Bandura, 1986). Self-efficacy beliefs influence how people approach new challenges and contribute to performance performance because these beliefs influence the thinking, motivation, and behavior process (Bandura, 1997). Self-efficacy is not static and can change over time as a result of periodic reassessment of how well it performs (Bandura, 1986).

While Jones (1986) reveals the source or indicator of self efficacy that is not much different from that expressed by Bandura, namely: feeling capable of doing the job, better ability, happy challenging jobs and job satisfaction. It can be concluded here that self efficacy refers to the self-assurance that he is capable of performing a task. Self-efficacy is influenced by previous individual experience factors, other models of experience, verbal persuasion, and physiological and emotional conditions. Of all these factors, the individual's previous experience was the most influential on self efficacy.

**Self Actualization**

Maslow's theory is a theory of need organized into a hierarchy. First-level needs are the lowest needs and the needs of the fifth are the highest requirements. These needs are defined (Maslow in Kreitner & Kinicki, 2003: 253) as follows:

a. Physiological needs (phsysiological). The most basic needs are the need to eat, drink, shelter and get sick

b. Security and safety needs.

It consists of the need to be safe from physical and psychological threats

c. Social needs and love. The need for friendship, interaction, and the need for affection and belonging.

d. The need for self-esteem. The need for reputation, prestige, and recognition and respect from others. It also contains a need for confidence and strength.

e. Self-actualization (selft-actualization). The desire for self-fulfillment in the maximum way uses the ability, skills and potential to be the best of what it can do.

Maslow's Hierarchy of Needs



Source: Stephen P. Robbins "Organizational Behavioredition-10 (2008), pp 215

Self-actualization is at the highest level in the fulfillment of needs. Maslow in Ismail (2005) suggests the definition of self-actualization as the development, use, and utilization of all talents, abilities and human potentiality and then become more fully self. In line with Maslow's opinion, Goldstein (1967) in his book, self-actualization is used in a much more specialized and limited sense. The term self-actualization refers to the person's desire for self-realization, namely the tendency to manifest himself according to his ability. This tendency can be expressed as a desire for increasingly more special, to be anything according to their ability. So Ismail (2005) concludes that self-actualization is the ability to use and utilize the fullest of talents, capacities, potentials that exist or are hidden and do everything the best that can be done.

Goble (1987) argues about the typical characteristics of self-actualization, namely:

a. The tendency of self-actualization is a biological factor, rooted in the biological processes of all organisms. Kosep organism is the most fundamental psychological reality. Any deviation of reality from the self will disrupt the needs of the personality.

b. The tendency of self-actualization leads to deference. Highly competent, ranging from one small cell to more complex life forms.

c. Humans are said to be healthy if there is a tendency that leads to a concurrence between self-concept and perceived experience as well as between self-concept and concrete choice of behavior.

d. The goal of a healthy organism is to continually improve new memories to develop inherent potentials. Humans are always looking for new stimuli, challenges and possibilitiesto enrich the experience, must be experienced as a new and creative process.

e. Every organism, spontaneously can judge all experiences that develop self-actualization and avoid all negative experiences that hinder self-actualization.

f. Humans have the power to organize and determine themselves, so that they are not only controlled by external influences.

g. There is a human tendency to culminate that is to go beyond the biological level toward new, transcendent and spiritual values.

There are 15 characteristics of self-actualizing persons (Maslow, 1994; Goble, 1987, Schultz, 1991) are as follows:

1. Have the right perception of reality

a very healthy person observes objects and people around them objectively. Able to see life in a clear and candid way.

2. Accept yourself, others and the environment well.

Self-actualizing people accept themselves, their weaknesses and their strengths without any grievances or distresses.

3. Spontaneity, simple and reasonable.

In all aspects of life, self-actualizers behave openly and directly without pretense.

4. Focus on problems beyond themselves.

The self-actualizing individuals that Maslow studied, engaged themselves and

 loved their work.

5. The need for privacy

Self-actualizing individuals have a strong need for separation and solitude. They are not dependent on others for their satisfaction so they may seem distanced and unfriendly.

6. Functioning autonomously

Very closely related to the need for privacy and independence is the preference and ability of self-actualizers to function autonomously on the social and physical environment.

7. Appreciation

Individual self-actualizers have the ability to appreciate certain experiences no matter how often they repeat themselves.

8. Experience the peak

There are occasions where self-actualizing individuals experience happiness, great forgetting and forgetting, and profound religious experience.

9. Have a social interest

Individual self-actualizers have a strong sense of empathy and affection for all human beings. They love and have a desire to help humanity.

10. Experiencing interpersonal relationships (interpersonal)

Individual self-actualizers are able to have stronger relationships with others than other individuals in general.

11. Democratic character

Self-actualizing individuals accept everyone regardless of social class, educational level, political or religious class, race, and color.

12. Be able to distinguish good and bad

Individual self-actualizers distinguish clearly between means and goals. For them, goals or ideals are far more important than the means to achieve them.

13. Have a sense of humor

The humor of the self-actualizing individual is more philosophical. Humor that laughs at people in general, but not to a special individual person.

14. Creativity

Creativity is an attitude, an expression of psychological health and more about the way we observe and react to the world.

15. Endurance (resistance) to culture

Individual self-actualizers can be independent and autonomous, able to fight well with social influences, to think or act in a certain way.

**Job satisfaction**

According to Luthans (2011), job satisfaction is the result of employees' perceptions of how well their work provides what is considered important. Robbins (2006) explains that it is logical to assume satisfaction as the predominant predictor of OCB, since satisfied employees tend to speak positively about the organization, assist other individuals, and pass normal expectations in their work. In addition, satisfied employees may provide more roles as they respond to their positive experiences.

Meanwhile, according to Robbins (2006) job satisfaction is a general attitude towards one's work, the difference between the number of rewards received by a worker and the number of which they believe they should receive. Satisfaction occurs when individual needs are met and related to the degree of likes and dislikes associated with employees; is a common attitude held by employees who are closely related to the rewards that they believe they will receive after making a sacrifice.

There are several theories about job satisfaction, including:

a. Theory of Equilibrium (Equity Theory)

This theory was developed by Adam. The components are input, outcome, comparison person and equity-in-equity.

*Inputs* by Wexley and Yukl (1977) are all values ​​received by employees who can support the implementation of work, for example: education, experience, skills, business, personal equipment, number of hours worked.

*Outcome* is all values ​​obtained and perceived by employees, for example: wages, additional benefits, symbol status, recognition, opportunities for achievement or self-expression.

*Comparison person* is an employee in the same organization, an employee in a different organization or himself in a previous job) means satisfied or unsatisfied employees is the result of comparing his self-inputs with comparison of other employee outcomes (comparison person).

*Equity* is a balanced comparison that will make employees satisfied.

b. Theory of Difference (Discrepancy Theory)

First put forward by Proter, he said that measure satisfaction can be done by calculating the difference between what should be with the reality felt by employees. Locke (1969) argues that employee job satisfaction depends on the difference between what is gained and what is expected by the employee.

c. Need Fulfillment Theory

Employee job satisfaction depends on whether or not the employee needs fulfillment. The employee will be satisfied, if he gets what he needs. Vice versa, if the needs are met, then he will feel dissatisfied.

d. The Social Reference Group Theory

Employee job satisfaction is not dependent on the fulfillment of needs alone, but it depends heavily on the views and opinions of the group that the employees perceive as the reference group. The reference group by employees is used as a benchmark for assessing themselves and their environment.

e. Theory of Two Factors

This theory was developed by Frederick Herzberg. Two factors that cause satisfaction or dissatisfaction are: a) maintenance factor, also called dissatisfiers, hygiene factors, job context, extrinsic factors which include: administration and company policy, quality of supervision, relationship with supervisor and subordinate, wages, job security, working conditions and status. b) motivational factors, also called satisfiers, motivators, job content, intrinsic factors that include: encouragement of achievement, recognition, advancement, work it self, developing opportunities and responsibilities.

f. Theory of Hope (Exceptancy Theory)

This theory was developed by Victor H. Vroom. Later this theory was extended by Porter and Lawler. Keith Davis (1985: 65) points out that Vroom explains that motivation is a product of how a person wants something, and an individual's judgment allows certain actions that will guide him.

According to Luthans (2011), there are six factors that indicate job satisfaction to employees, namely:

1. The work itself (The Work it Self), in which a work job can provide tasks that appeal to the individual itself. The interesting thing about the individual about his work is the main source of job satisfaction. Its main elements are:

a. Autonomy, ie the level where the work provides freedom or independence and flexibility for employees in scheduling their work and determine the procedures used in completing the job.

b. Feedback, ie the degree to which in completing the work activities required by the job to give the consequences on the job to obtain direct and clear information about the work activities.

2. Wages (Pay), a remuneration that employees receive in the form of financial for the work they have done.

3. Promotion Opportunities (Opportunities), namely the opportunity to experience an increase in the hierarchy. Promotional opportunities seem to have a wide range of influence on job satisfaction, this is because promotion has different forms, accompanied by rewards that accompany it. Example: individuals who are promoted for length of service often receive job satisfaction but will not as much satisfaction as they are promoted on a performance basis. So a promotion with 10% increase in salary is not the same satisfied with the 20% salary increase. This distinction explains why promotional promosipromosi is more satisfying than the one at the lower level.

4. Supervision (Supervision), which is quite influencing from job satisfaction. The ability of the supervisor to provide technical assistance and support. This can be in the form of direct supervision performed by a superior against his subordinates.

5. Working Group (Work Group), which is basically the working group will have an effect on job satisfaction. The friendliness of co-workers is a simple source of job satisfaction for an individual employee. The working group functions as a source of comfort support, advice, advice, and assistance to an individual worker. A good working group makes the job more fun. However, this factor is not very important to job satisfaction. On the other hand, if the opposite condition occurs when people are not familiar, then this factor has a negative effect on job satisfaction.

6. Working Condition (Working Condition), ie working conditions have a modest effect on job satisfaction, if the working conditions are good (clean, and have an attractive environment), then employees will find that it is very easy to do their job, bad work (heat, noisy environment), then employees will find it very difficult to do the job. In other words the effect of working conditions on job satisfaction, same with groupwork. If the condition is good then there will be no problem, but if the condition is bad, then there will be job satisfaction problem.

**Organizational Citizenship Behavior (OCB)**

Job satisfaction is the main determinant of the Employee Citizenship Behavior (OCB) organization. A satisfied worker will prefer to talk positively about his organization. Successful organizations need workers who are willing to work beyond their usual duties and work out performance as expected. Organizations want and need workers who want to do things that are not in the job description. The organization is concerned with the development of human resources that have OCB.

OCB is a behavior based on volunteerism that can not be imposed on job limits and does not officially receive awards but is able to contribute to the development of organizational productivity and effectiveness (Organ et al., 2006). In line with that, according to Robbins (2006) OCB is a behavior that does not become part of a formal employee's formal employment, but supports functioning of the organization effectively. According to Aldag and Resckhe (2001) OCB can be interpreted as individual contributions within the company beyond the demands of roles in the workplace and rewarded by the acquisition of task performance. The OCB involves some behaviors including the behavior of helping others, becoming a volunteer for extra tasks, adhering to the rules and procedures at work. These behaviors illustrate the added value of this employee is one form of prosocial behavior, is positive social behavior, constructive and meaningful help (Hardaningtyas, 2005).

The organizational citizenship behavior dimension (Organ et al, 2006) is as follows:

a. Altruism (teamwork)

Employee Behavior in helping his colleagues who have difficulty in the situation that is facing both the task in the organization and personal problems of others.

b. Conscientiousness (discipline in work)

Behavior is demonstrated by trying to exceed the expected company. Voluntary behavior that is not an employee's duty or duty.

c. Sportmanship (not complaining in work)

Behavior that tolerates less ideal circumstances within the organization without raising objections.

d. Courtessy (keeping the company image)

Maintain good relationships with colleagues to avoid interpersonal problems.

e. Civic virtue (professional in using asset)

Behavior that indicates responsibility for organizational life (following changes in the organization, taking initiatives to recommend how operations or organizational procedures can be improved, and protecting resources owned by the organization).

According to Podsakoff in Hardaningtyas (2005) that OCB has benefits for the company that is:

1. OCB improves the productivity of co-workers.

2. OCB increases manager productivity.

3. OCB saves resources of management and organization as a whole.

4. OCB helps conserve scarce energy resources to maintain group functions.

5. OCB can be an effective means to coordinate work activities.

6. OCB enhances the organization's ability to attract and retain the best employees

7. OCB improves organizational performance stability

8. OCB improves the organization's ability to adapt

with environmental changes.

**Employee performance**

At a time when the competition between companies is increasing, as in the current era of globalization, companies must have a competitive advantage in order to win the competition, at least to maintain the company's operations. One of the important competitive advantages for a company is a company employee. Employees of the company is the driver of the company's operations, so that if the performance of company employees good, then the company's performance will also increase. Human resource development is the main way to win global competition (Sutanto, 2002). Employee Performance is an Achievement of work, a comparison between the work can be seen clearly with the standard work that has been established organization (Dessler, 2006: 327). To know the good performance of an employee, the need for performance appraisal. According to (Mondy, 2008: 257) performance appraisal is a formal system for assessing and evaluating the performance of individual or team tasks. In line with that, according to Dessler (2006: 322) performance appraisal is evaluating the performance of current and / or past employees relative to the standards.

Dessler (1992) says there are 6 categories used to measure the performance of employees individually, as follows:

a. Quality: the degree to which the results of the activities performed are nearly perfect in the sense of adjusting some ideal way of performing the activity or meeting the expected objectives of an activity.

b. Quantity: the resulting quantity is expressed in terms of number of units and number of completed activity cycles.

c. Timeliness: the level of an activity completed at the desired initial time, viewed from the point of coordination with output and maximizing the time available for other activities.

d. Effectiveness: the level of use of organizational resources is maximized with the intent of increasing profits or reducing the losses of each unit in resource use.

e. Independence: the degree to which an employee can perform his or her job function without assistance, guidance from the supervisor or ask for the intervention of the supervisor in order to avoid adverse outcomes.

f. Work commitment: the degree to which employees have employees' work commitments and employee responsibilities to the company.

**Conceptual framework**

**Self Efficacy (X1)**

**Job Satisfaction (X3)**

**Self Actualization (X2)**

**Employee Performance (Y1)**

**Organization**

**Citizenship**

 **Behavior (X4)**

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**H1**

**H2**

**H3**

**H4**

**H5**

Picture. 1: Conceptual framework of research

Sources: concepts developed in this study.

**Hypothesis**

The hypothesis developed in this study are as follows:

H1: Self efficacy has a positive and significant effect on employee performance

H2: Self-actualization has a positive and significant effect on employee performance

H3: Job satisfaction affects positively and significantly to employee performance

H4: OCB has a positive and significant effect on employee performance.

H5:.Self-efficacy, self-actualization, job satisfaction, OCB are simultaneously influentialpositive and significant to employee performance

**RESEARCH METHODS**

**Types of research**

This type of research is associative research, namely the form or method of research conducted to connect one variable with another variable. (Supriyanto, 2009) In this study there are independent variables, namely: self efficacy, self-actualization, job satisfaction and OCB. While the dependent variable is the performance of employees. This research was conducted at PT. IPP JI. Tridharma No. 3 Industrial Area Gresik Kav. D1-9 / 14-22, Gresik 61121, East Java

**Population and Sample**

Population in this research is employees of PT. IPP which amounts to 150 people (various departments). The sampling method used in this research is using Simple Random Sampling method which is sampling method by giving equal opportunity to be chosen for each individual or unit in the whole population (Tika, 2006). To determine the minimum sample size required in the study if population size is known, the researcher used the Slovin formula (Umar, 2010: 69), as follows:

 N

 n =

 1 + Ne ²

Information:

n = sample size

N = population size

e = leniency inaccuracy due to faulty retrieval

      sample to be tolerated (%)

Based on the above formula obtained the number of samples (n) are:

 150

 n = = 60 respondent

1 + (150) (0,10)²

**Data collection technique**

The data collection technique is done by distributing questionnaires and interviews. The questionnaire is a number of written questions used by the researcher to obtain information from respondents in the sense of reports about his personality or things he knows (Rachman, 2016).

**Operational Definitions of Variables and Indicators of Variables**

The following describes the operational definitions of variables and indicator variables used in this study, which can be seen in table 1 below:

**Tabel 1**

**Operational Definition of Variables & Variable Indicators**

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Variable** | **Definition** | **Indicator** |
| 1 | Self Efficacy (X1) | Referring to the self-assurance that he is capable of performing a.task.(Bandura, 1997) | 1) Feelings of ability doing work2) Ability that better3) Happy job which is challenging4) Satisfaction Work(Jones, 1986) |
| 2 | Self.Actualization (X2) | Demonstrate\_the ability to use and utilize the fullest of talents, capacities, existing or hidden potentials and do everything the best that employees can do (Ismail, 2005) | 1).Have the right perception of reality.2).Accept yourself, others and the environment well3) Spontaneity, simple and reasonable.4) Focus on problems beyond themselves5) The need for privacy6)Works autonomously7) Appreciation8) Experience the peak experience9) Has a social interest10).Experienced interpersonal relationships11).Democratic character12) Be.able.to distinguish good and bad13) Have a sense of humor14) Creativity15).Resistance (resistance) to culture(Maslow, 1994; Goble, 1987, Schultz, 1991) |
| 3 | Job Satisfaction (X3)  | Shows a general attitude toward a person's job, the difference between the amount of rewards a worker receives and the amount they believe they should receive. (Robbins, 2006) | 1) The work itself2) Wages (Pay)3) Promotional opportunities4) Supervision5) Working Group6) Working Conditions (Luthans,2002: 231-232) |
| 4 | Organization Citizenship Behavior (X4) | Indicates.the contribution.of individuals in exceeding the demands of roles in the workplace and rewarded by the acquisition of task performance.(Aldag and Resckhe, 2001) | 1) Altruism (help other  Employees.or teamwork)2) Conscientiousness(discipline in work)3) Sportmanship (nocomplained in work)4).Courtessy  (maintaining-corporate image)5) Civic virtue(improving- Performance and  Organizational goals)(Organ et al., 2006; Denis W. Organ, 1988: 43-72). |
| 5 | Employee Performance (Y1) | Demonstrate.Job performance, comparison between work outputs that can be seen significantly with the work standards established by the organization (Dessler, 2006: 327) | 1) Quality2) Quantity3) Timeliness4) Effectiveness5) Independence6) Work commitment     (Dessler, 1992) |

**Data analysis technique**

**Validity test**

A valid instrument means that the measuring instrument used to get the data (measure) is valid. The instrument can be used to measure what should be measured. If the correlation coefficient is equal to 0.3 or smaller (minimum 0.3), then the instrument item is declared valid (Sugiyono, 2011: 134).

**TestReliability**

Reliable instruments are instruments that, when used multiple times to measure the same object, will produce the same data. Reliability variable is determined based on the value of alpha cronbach, if the value of alpha is greater than 0.6 then said the variable is reliable or reliable. As for the reliability test results note that the value of Alpha Cronbach each variable more than 0.6 so that the answers given respondents can be trusted or reliable and quantitative analysis with a predetermined questionnaire can proceed.

**Model Testing**

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to test the hypothesis about the influence between variables partially. This analysis is used to analyze the influence between

(X1), Self-actualization (X2), Job Satisfaction (X3) Organizational Citizenship Behavior (X4) to the dependent variable is Employee Performance (Y1). The equation model used is:

Y1 = α + b1X1 + b2X2 + b3X3 + b3X4 e

Where:

Y1 = Employee performance

 a = Constants

X1 = Self-efficacy

X2 = Self-actualization

X3 = Job satisfaction

X4 = Organizational Citizenship Behavior (OCB)

b1, b2, b3, b4, b5 = multiple regression coefficients

e = error

**Tests Asumption Classic**

**Normality test**

The normality test aims to test whether in the regression model, the intruder or residual variable has a normal distribution. From the results of data processing with SPSS program obtained the result that the points spread around the diagonal line. So it can be concluded that the regression model is feasible to use because it meets the assumption of normality.

**Linearity Test**

Linearity test is used to see if the model specification used is correct or not.

**Multicolinearity Test**

The multicollinearity test aims to see whether or not there is a correlation between independent variables (free). Based on the results of data processing with SPSS program obtained the results that of several independent variables that are known to have a tolerance value> 0.1 and VIF <10 then this study is free from multicollinearity.

**Heteroscedasticity Test**

Heteroskedasticity test aims to find out whether in a regression model there is a residual variation inequality from one observation to another. When the variance from one observation to another is fixed, it is called heteroscedasticity. Based on the results of data processing with SPSS program obtained the result that the dots of data spread in the area between 0 - Y and not form a certain pattern, then the regression model that formed is not identified heteroskedastisitas. Because the treated data does not contain heteroscedasticity, the multiple linear regression equation obtained can be used for research

**Significance Test Simultaneously with Test F**

The F statistic test basically shows whether all independent or independent variables included in the model have a mutual influence on the dependent or dependent variable (Ghozali, 2011). Test F is performed to test the significance of the effect of self-efficacy (ED), self-actualization (AD), job satisfaction (KKe), organizational citizenship behavior (OCB), simultaneously to employee performance (KKa). The test results show that the test F = 23.856

With a significant level = 0,000. which means there is a significant influence between self-efficacy, self-actualization, job satisfaction, OCB simultaneously on employee performance.

**Significance Test Partially with Test t**

The t test was conducted to test the significance of the effect of self efficacy (SE) on employee performance (EP), self-actualization (SA) on employee performance (EP), job satisfaction (JS) on employee performance, organizational citizenship behavior (OCB) on employee performance (EP). Regression coefficient test result:

- For self-efficacy on employee performance showed significance level <0,05 which is equal to 0,034 meaning there is significant influence between self efficacy to employee performance.

- For self-actualization of employee performance shows level of significance <0,05 that is equal to 0,022 which means there is significant influence between self-actualization to employee performance.

- For job satisfaction on employee performance shows level of significance <0,05 which is equal to 0,030 meaning there is significant influence between job satisfaction to employee performance.

- For OCB on employee performance shows level of significance <0,05 which is 0,009 which means there is significant influence between OCB on employee performance.

**DISCUSSION OF RESEARCH RESULTS**

From the analysis of research results and discussion that has been done then it can be seen that self efficacy, self-actualization, job satisfaction, organizational citizenship behavior (OCB) simultaneously have a positive and significant effect on employee performance variables. This is evidenced by the F test that shows the level of significance <0.05 is 0.000. This research means supporting the proposed hypothesis that "Self efficacy, self-actualization, job satisfaction, OCB simultaneously have a significant effect on employee performance of PT. IPP.

Self-efficacy partially significant effect on employee performance, this is evidenced by the result of t test that shows the level of significance <0,05 that is equal to 0,034. The results of this study indicate that if the individual feels capable of performing the task successfully, then the task will be lived. The task will be avoided if it is too difficult. But for an individual with a low self-efficacy level, he will easily give up when the task he has to do is difficult. For individuals with high self-efficacy level, no matter how difficult the task, he will survive and try to solve it

Self-actualization partially significant effect on employee performance, this is evidenced by the results of t tests that show the level of significance <0.05 that is equal to 0.022. The results of this study indicate that every employee has the potential to achieve self-actualization, because this is a necessity intrinsic human. But sometimes employees find it difficult to reach the level of self-actualization because some of them are difficult to realize the needs of its own essence. Though they have the capacity to grow, develop and make changes to a better direction again.

Job satisfaction partially significant effect on employee performance, this is evidenced by the result of t test showing significance level <0,05 that is equal to 0,030. The results of this study indicate that Satisfaction occurs when the individual needs are met and related to the degree of likes and dislikes associated with employees; is a common attitude held by employees who are closely related to the rewards that they believe they will receive after making a sacrifice.

Organizational citizenship behavior (OCB) partially significant effect on employee performance, this is evidenced by the result of t test showing significance level <0,05 that is equal to 0,009. The results of this study indicate that successful organizations require workers who are willing to work beyond their usual duties and work out performance as expected. Organizations want and need workers who want to do things that are not in the job description.

**CONCLUSION**

Based on the results of research, it can be taken some conclusions that can be taken into consideration, namely:

1. From the calculation results obtained multiple linear regression model

Y = -11,879 + 0,247 ED + 0,154 AD + 0,154 Kke + 0,208 KKa

From the multiple linear regression model, the influence of Self Efficacy (SE), Self-Actualization (SA), Job Satisfaction (JS), Organizational Citizenship Behavior (OCB) on Employee Performance (EP) seen from regression coefficient ≠ 0.

2. Based on result of F test known that level of significance <0,05 that is 0.000. So it can be concluded that Self Efficacy (SE), Self Actualization (SA), Job Satisfaction (JS), Organizational Citizenship Behavior (OCB) simultaneously have a significant effect on Employee Performance (EP). This means Self Efficacy, Self Actualization, Job Satisfaction, Organizational Citizenship Behavior (OCB) are factors that can affect Employee Performance PT. Ispat Panca Putera.

3. From testing with t test known that Self Efficacy (SE) have a significant effect on Employee Performance (EP). This is evidenced by the t test showing the significance value of 0.034 <0.05. Thus if an employee feels capable and confident to perform the task successfully, then the task will be lived. The task will be avoided if it is too difficult.

4. From the test with the t test is known that Self Actualization (SA) have a significant effect on Employee Performance (EP). This is evidenced by the t test showing the significance value of 0.022 <0.05. Thus that every employee has the potential to achieve self-actualization which is the intrinsic need of man. But sometimes employees find it difficult to achieve self-actualization levels because some of them are difficult to realize the needs of reality herself. Though they have the capacity to grow, develop and make changes to a better direction again.

5. From testing with t test known that Job Satisfaction (JS) have a significant effect on Employee Performance (EP). This is evidenced by the t test showing the significance value of 0.030 <0.05. Thus, Satisfaction occurs when the needs of employees are met and related to the degree of likes and dislikes associated with employees; is a common attitude held by employees who are closely related to the rewards that they believe they will receive after making a sacrifice.

6. From testing with t test is known that OCB has a significant effect on Employee Performance (EP). This is evidenced by the t test which shows a significance value of 0.009 <0.05. Thus, successful companies require employees who are willing to work beyond their usual duties and work better than expected and want to do things that are not in the job description.

7. From the test results with t test can also be known that the variable that has a dominant influence on employee performance is the OCB variable because the value of significance smaller than other variables.

**SUGGESTION**

Based on the results of research and conclusions that have been taken then suggestions that can be asked related to this research are as follows:

1. Management of PT. IPP should consider the aspect of self efficacy, self-actualization, job satisfaction and OCB from the employees, because from the results of research proves that self efficacy, self-actualization, job satisfaction and OCB both simultaneously and partially influence on employee performance

2. Management of PT. IPP should pay more attention to OCB aspect, because from result of research proven that OCB have dominant effect to employee performance.

3..To support this research, it is suggested to further researchers to do the development of this research, by adding other variables that can affect employee performance in order to get more complete result of research.

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**Attachment - Regression**

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**Attachment - Charts**

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