

**SELF EFFICACY, SELF ACTUALIZATION, JOBSATISFACTION, ORGANIZATION CITIZENSHIP
BEHAVIOR (OCB) AND THE EFFECT
ON EMPLOYEE PERFORMANCE**

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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. Ispat Panca Putera (IPP), 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

ABSTRAK

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 (IPP), 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

Effective, efficient and optimal management of human resources is essential to succeed in today's highly competitive market. The existence of HR is not only an element of production, but its existence is used as an element in determining the running of company management. With quality human resources, companies are able to carry out organizational functions well so they are able to achieve company goals. This can be seen through the performance of its employees.

Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2006). When this highly dynamic world of work, teamwork and flexibility are very important, making companies need employees, who are from work only, but are willing to do extra tasks and strive to advance the company. This behavior is referred to as Organizational Citizenship behavior (OCB) behavior.

Bateman & Organ (1983) explained that OCB is an extra-role performance, which is the full behavior of benefits carried out on the willingness of employees themselves, regardless of the obligations imposed on them, aimed at helping other people achieve

organizational goals (Garg & Rastogi, 2006). One of the factors that influence the creation of OCB behavior is by fulfilling employee job satisfaction. Job satisfaction is a general attitude towards one's work, the difference between the number of rewards a worker receives and the amount they believe they should receive (Robbins, 2006). Kreitner & Kinicki (2003) divided the causes of satisfaction into five models. One model is the fulfillment of needs and one of the intrinsic human needs that must be fulfilled, namely Self Actualization.

Self-actualization is a process of fulfilling the ultimate needs in the theory of Abraham Maslow's needs, where a person is directed to make improvements in attitudes and behaviors and do the best that can be done, so that the best performance is created.

To help and push someone actualize themselves in achieving their desired goals, self-efficacy or self-confidence is needed. With strong self-confidence, making them try optimally and with full endurance.

Ivancevich et al. (2011) state that self-efficacy is related to self-confidence in competence and ability possessed to successfully complete tasks. especially in challenging tasks, high self efficacy must be systematically developed. Luthans

argues that self-efficacy can produce: (1) Decisions to display certain tasks in a particular context, (2) An attempt is made to complete the task, (3) The level of endurance that appears is not in accordance with the evidence and difficulties encountered.

This research is motivated by the development of several previous studies, including the Self Actualization, and workload on employee performance by Adhani (2013) which shows that Self Actualization has a significant influence on work performance. Jayanti (2015) also explained the results of his research that OCB had an effect on employee performance, as well as Hanun (2013) also revealed the results of his research that self-efficacy had a direct influence on the performance of the principal.

This study tries to broaden and enrich the understanding of the effect of variable self-efficacy, self-actualization, job satisfaction and OCB on employee performance at PT. Ispat Panca Putera (IPP), which manufactures concrete iron and construction steel.

Along with the development of the company and the high demand, it requires employees to adjust to change and transform in various elements, especially in terms of employee behavior that is

closely related to the level of productivity and company performance. With a good system support, it is expected to bridge employees in terms of low education, for example by building an integrated IT system, from manual to digital, so that employees are one step ahead, but the low quality of PT. IPP. become a separate problem and have an influence on employee output and performance. This is due to the demands of management which require companies to continue to produce quality products, but on the other hand employees have not been able to keep up. This shows that the performance of PT. IPP is still not optimal so it needs to be studied further.

Based on the results of the observation that the indication of the problem in the field lies in the low results of employee performance that are still below the target. From the production target of 16,000 tons, the average output achieved is only $\pm 11,699.74$ tons per month. So this is not comparable with the overall increase in company performance in the annual report, both in terms of sales and finance, which experienced a significant increase. Based on the problems that occur, further research needs to be done on self-efficacy, self-actualization, job satisfaction and OCB that

can affect the performance of employees at PT. IPP From the problems raised above, the research formulation is stated as follows:

1. Is there an effect of self-efficacy on employee performance at PT. IPP?
2. Is there an effect of self-actualization on employee performance at PT. IPP?
3. Is there an effect of job satisfaction on employee performance at PT. IPP?
4. Is there an influence of OCB on the employee performance at PT. IPP?
5. Is there an effect of self-efficacy, self-actualization, job satisfaction and OCB on employee performance simultaneously at PT. IPP?

LITERATURE REVIEW

Self Efficacy

Self-efficacy is a theory in cognitive disciplines which is the result of Albert Bandura's main research. Self-efficacy or ability that is realized, refers to the individual's confidence in his ability to achieve success in carrying out the tasks assigned (Bandura, 1997).

There are four factors that determine self-efficacy, namely:

- a) Individual experience
- b) Verbal persuasion
- c) Physiological and emotional states
- d) Experience other people's success

Whereas Jones (1986) revealed: self efficacy indicators, namely: feeling able to do work, better ability, happy work that is challenging and satisfaction with work. It can be concluded that self-efficacy refers to self-confidence that he is capable of doing a task.

Self Actualization

Maslow's theory is a theory of needs arranged in a hierarchy. Starting from the basic needs in the lower position and the highest needs in the top position. These needs are defined (Maslow in Kreitner & Kinicki, 2003) as follows:

- a. Physiological needs, including: eating, drinking, living and being free of illness.
- b. Security and safety needs, including: a sense of security from physical or psychological threats.
- c. Social and love needs, including: friendship, interaction, and affection
- d. The Self-esteem of needs, including reputation, prestige, recognition and respect from others, confidence and strength.
- e. The Self-actualization of needs, including: the desire to utilize all potential to be the best of what can be done.

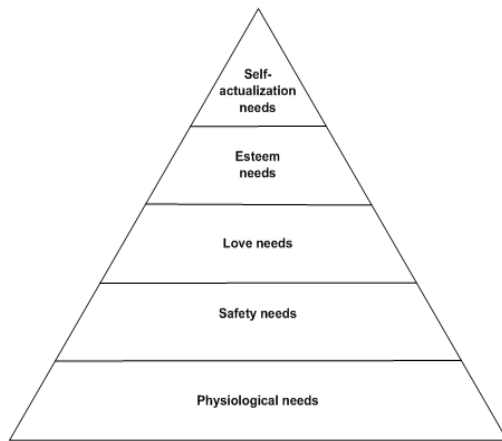


Figure 1. Maslow's Hierarchy of Needs
Source: Stephen P. Robbins
"Organizational Behavior" Edition-10
(2006).

Self-actualization is at the highest level in meeting needs. Maslow in Ismail (2005) suggests the definition of self-actualization as the development, use, and utilization of all talents, abilities and potentialities of human beings and then become fully self.

There are 15 characteristics of people who actualize themselves (Maslow, 1994; Goble, 1987) are as follows:

1. Having the right perception of reality
2. Accept yourself, others and the environment well.
3. Spontaneity, simple and reasonable.
4. Focus on problems outside themselves.
5. The need for privacy and solitude
6. Function autonomously with the social and physical environment

7. Able to give Appreciation to certain experiences.
8. Peak experience (happiness)
9. Have social interest in helping humanity.
10. Deepening interpersonal relationships.
11. Democratic character, willing to accept everyone.
12. Able to distinguish good and bad.
13. Has a philosophical sense of humor.
14. Creative in observing and reacting to the world.
15. Endurance (resistance) to culture.

Job Satisfaction

According to Luthans (2006), job satisfaction is a result of employee perceptions of how well their work provides things that are considered important. Robbins (2006) explains that it is logical to regard satisfaction as the main predictor of OCB, because satisfied employees tend to talk positively about the organization, help other individuals, and pass normal expectations in their work. It can be concluded that job satisfaction is a general attitude towards one's work, the difference between the number of rewards received by a worker and the amount they believe they should receive.

According to Luthans (2006), there are six factors that indicate job satisfaction for employees, namely:

1. The work itself, where a job can provide tasks that appeal to the individual itself. The main element is autonomy and feedback.
2. Pay, which is a remuneration received by employees in financial form for the work they have done.
3. Promotion Opportunities, namely the opportunity to experience an increase in the hierarchy, which affects job satisfaction.
4. Supervision, namely things that affect the job satisfaction. Ability of supervisors to provide technical assistance and support.
5. Work Group, namely friendship from cooperative coworkers is a simple source of job satisfaction for employees.
6. Working Conditions, is working conditions have a simple effect on job satisfaction.

Organizational Citizenship Behavior (OCB)

According to Aldag and Resckhe (2001) OCB is defined as the contribution of individuals in the company to exceeding the demands of roles in the workplace and given rewards by obtaining task

performance. This OCB involves several behaviors including helping people, volunteering for extra tasks, obeying the rules and procedures in the workplace. These behaviors describe the value added of workers is one form of prosocial behavior, namely positive, constructive and meaningful social behavior (Hardaningtyas, 2005).

The dimensions of organizational citizenship behavior (Organ et al, 2006) are as follows:

- a. Altruism
(teamwork)
- b. Conscientiousness
(discipline in work)
- c. Sportmanship
(not complaining at work)
- d. Courtesy
(maintaining company image)
- e. Civic virtue
(protecting company assets)

Employee performance

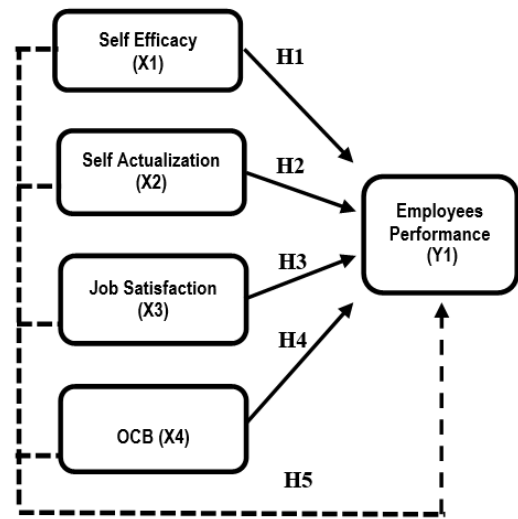
Employee performance is a work achievement, a comparison between work results that can be seen significantly with the work standards set by the organization (Dessler, 2006). To find out the good and bad performance of an employee, it is necessary to assess performance. According to Mondy (2008) performance appraisal is a formal system for assessing

and evaluating individual or team task performance. In line with this, according to Dessler (2006) performance appraisal is evaluating current and or past employees performance relative to its standards.

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

- a. Quality: the degree to which the results of activities carried out are close to perfect or meet the expected goals of an activity.
- b. Quantity: the amount generated is expressed in terms of a number of units and the number of cycles of activity completed.
- c. Timeliness: the level of an activity completed at the desired start time and maximizing the time available for other activities.
- d. Effectiveness: the level of organizational resource use is maximized to increase profits or reduce losses from each unit.
- e. Independence: the level at which an employee can perform his work function without assistance, guidance from the supervisor.
- f. Work commitment: the level at which employees have work commitments and employee responsibilities towards the company.

Conceptual framework



Picture. 2. 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 influential positive and significant to Employee performance.

METHOD

This research is associative research, namely the method of research conducted to connect one variable to another variable. (Supriyanto, 2009) This study examines the impact of self-efficacy variable, self-actualization, job satisfaction and OCB on employee performance. This research was conducted at PT. Ispat Panca Putera (IPP). Tridharma street, No. 3 KIG Kav. D1-9 / 14-22, Gresik 61121, East Java. Data collection techniques by distributing questionnaires and interviews, with a population of 150 people (employees of various departments). A questionnaire is a number of written questions that are used by researchers to obtain information from respondents in the sense of reports about their personal or things that they know (Rachman, 2016). While the sampling uses the Simple Random Sampling method, namely the sampling method by giving equal opportunities to be chosen for each individual or unit in the entire population (Tika, 2006). To determine what minimum sample is needed in the study if size known population, researchers used the Slovin formula (Umar, 2010), as follows:

$$n = \frac{N}{1 + Ne^2}$$

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:

$$n = \frac{150}{1 + (150)(0,10)^2} = 60 \text{ respondent}$$

ANALYSIS AND DISCUSSION

The analysis of the results of the study and the discussion are as follows:

- From the calculation results obtained by multiple linear regression models:

$$Y = -11.879 + 0.247 SE + 0.154 SA + 0.154 JS + 0.208 PE$$

The model shows that, there is the effect of Self Efficacy (SE), Self Actualization (SA), Job Satisfaction (JS), OCB on employee performance (EP) which is seen from the regression coefficient ≠ 0.

- Self-efficacy, self-actualization, job satisfaction, OCB simultaneously have a positive and significant effect on employee performance variables. This is evidenced by the F test = 23,856, with a significance level of <0.05 which is

equal to 0,000. This means supporting the hypothesis proposed that "Self-efficacy, self-actualization, job satisfaction, OCB simultaneously have a significant effect on employee performance of PT. IPP.

- Partial self-efficacy has a significant effect on employee performance, this is evidenced by the results of the t test which shows a significance level <0.05 , which is equal to 0.034.
- Partial self-actualization has a significant effect on employee performance, this is evidenced by the results of the t test which shows the significance level <0.05 , which is equal to 0.022.
- Job satisfaction partially has a significant effect on employee performance, this is evidenced by the results of the t test which shows a significance level <0.05 , which is equal to 0.030.
- OCB partially has a significant effect on employee performance, this is evidenced by the results of the t test which shows a significance level of <0.05 , which is equal to 0.009.

CONCLUSION

The research output that can be used as material for consideration is as follows:

1. Self Efficacy (SE), Self Actualization (SA), Job Satisfaction (JS), OCB simultaneously have a significant effect on employee performance (EP). This means Self Efficacy, Self Actualization, Job Satisfaction, OCB are factors that can influence employee performance of PT. IPP.
2. Self Efficacy (SE) has a significant effect on the performance of employees (EP). This means that if an employee feels that he has high ability and confidence to be able to perform the task successfully, then the task will be carried out. The task will be avoided if it is too difficult, due to low confidence.
3. Self Actualization (SA) has a significant effect on employee performance (EP). This means employees who have the capacity to grow and actualize themselves to make changes in a better direction, the chances of performance also increasing.
4. Job Satisfaction (JS) has a significant effect on employee performance (EP). This means the occurrence of job satisfaction if the employee's needs are met, which is closely related to compensation that they believe will be accepted after doing a business, which has a correlation with performance.

5. OCB has a significant effect on employee performance (EP). This means that employees who want to do more than their duties and want to do things that are not in the job description, indicate that the level of performance is also high, because they want to work beyond the expected performance.
6. From the results of testing the t test it is also known that the OCB variable has a dominant influence on the performance of employees, because the significance value is smaller than other variables.
7. Management of PT. IPP should pay attention to aspects of self-efficacy, self-actualization, job satisfaction and OCB from employees, because from the results of the study prove that self-efficacy, self-actualization, job satisfaction and OCB both simultaneously and partially affect employee performance.
8. Management of PT. IPP should pay more attention to OCB aspects, because from the results of the research it is proven that OCB has a dominant influence on employee performance.
9. To support this research, it is suggested to the next researchers to carry out the development of this research, by adding other variables that influence

employee performance so that the results are more complete.

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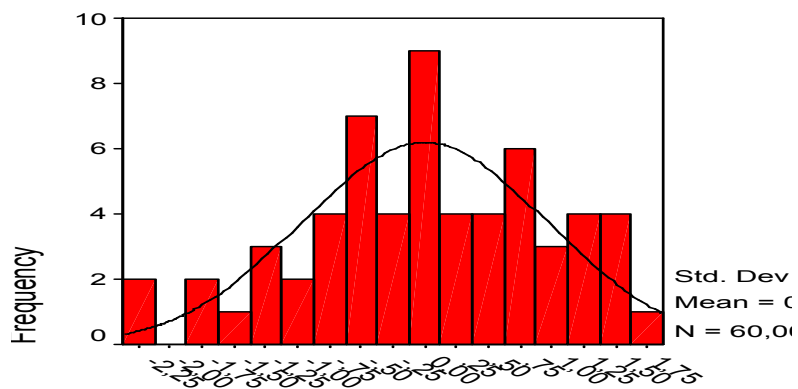
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ATTACHMENT: Chart & Tabel

Histogram

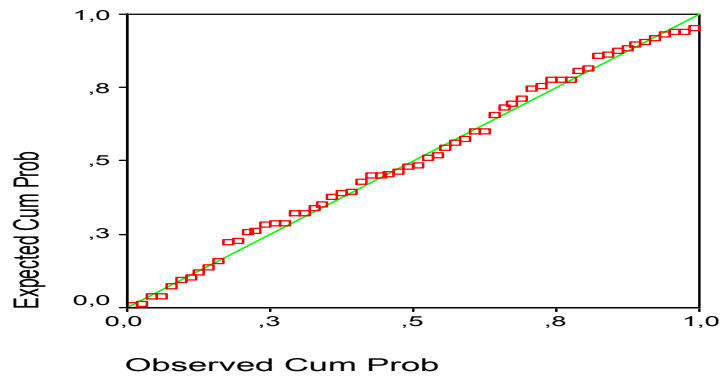
Dependent Variable: Kinerja



Regression Standardized Residual

Normal P-P Plot of Regressior

Dependent Variable: Kinerja K



Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,796 ^a	,634	,608	1,35664	,634	23,856	4	55	,000	1,597

a. Predictors: (Constant), OCB, Aktualisasi Diri, Efikasi Diri, Kepuasan Kerja

b. Dependent Variable: Kinerja Karyawan

Correlations

		Kinerja Karyawan	Efikasi Diri	Aktualisasi Diri	Kepuasan Kerja	OCB
Pearson Correlation	Kinerja Karyawan	1,000	,607	,618	,633	,677
	Efikasi Diri	,607	1,000	,441	,476	,558
	Aktualisasi Diri	,618	,441	1,000	,526	,519
	Kepuasan Kerja	,633	,476	,526	1,000	,553
	OCB	,677	,558	,519	,553	1,000
Sig. (1-tailed)	Kinerja Karyawan	,	,000	,000	,000	,000
	Efikasi Diri	,000	,	,000	,000	,000
	Aktualisasi Diri	,000	,000	,	,000	,000
	Kepuasan Kerja	,000	,000	,000	,	,000
	OCB	,000	,000	,000	,000	,
N	Kinerja Karyawan	60	60	60	60	60
	Efikasi Diri	60	60	60	60	60
	Aktualisasi Diri	60	60	60	60	60
	Kepuasan Kerja	60	60	60	60	60
	OCB	60	60	60	60	60

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,625	4	43,906	23,856	,000 ^a
	Residual	101,225	55	1,840		
	Total	276,850	59			

a. Predictors: (Constant), OCB, Aktualisasi Diri, Efikasi Diri, Kepuasan Kerja

b. Dependent Variable: Kinerja Karyawan