

ANALYZING OF SELF-ACTUALIZATION NEEDS, REWARDS AND SOCIAL NEEDS TOWARD EMPLOYEE PERFORMANCE AT BKKBN NORTH SULAWESI PROVINCE

ANALISIS AKTUALISASI DIRI, PENGHARGAAN DAN KEBUTUHAN SOSIAL TERHADAP KINERJA KARYAWAN DI BKKBN PROVINSI SULAWESI UTARA

By:

Novena Sumampouw¹
Frederik G. Worang³

^{1 23}*International Business Administration Program, Faculty of Economics and Business
Universitas Sam Ratulangi, Manado 95115, Indonesia*

e-mail: 1novena.sumampow@gmail.com

3fworang@gmail.com

Abstract: Self-actualization needs, rewards and social needs become the major concern of management in achieving the employee performance. The objective of this study is to understand the influence of self-actualization needs, rewards, social needs toward employee performance at BKKBN north sulawesi province. The data was collected from 44 respondents of BKKBN north sulawesi province and multiple regression analysis was used as research method. The result indicated that, social needs emerged as the most influencing factor that influenced employee performance significantly, whereas the self-actualization and rewards appear to be the least important factor that influencing the employee performance because those are not influencing significantly. The author recommends to the head of institution pay more attention of the self-actualization and reward motivation in order to achieve the maximum employee performance.

Keywords : *employees performance, rewards, self-actualization needs, social needs*

Abstrak: *Kebutuhan aktualisasi diri, penghargaan dan kebutuhan sosial menjadi perhatian utama manajemen dalam mencapai kinerja karyawan . Tujuan dari penelitian ini adalah untuk memahami pengaruh kebutuhan aktualisasi diri , penghargaan, kebutuhan sosial terhadap kinerja karyawan di BKKBN provinsi sulawesi utara . Data dikumpulkan dari 44 responden dari BKKBN provinsi sulawesi utara dan analisis regresi berganda digunakan sebagai metode penelitian . Hasil penelitian menunjukkan bahwa , kebutuhan sosial muncul sebagai faktor yang paling berpengaruh yang mempengaruhi kinerja karyawan secara signifikan , sedangkan aktualisasi diri dan penghargaan tampaknya menjadi faktor yang kurang penting yang mempengaruhi kinerja karyawan karena tidak berpengaruh secara signifikan. Penulis menyarankan kepada kepala instansi untuk lebih memperhatikan motivasi untuk aktualisasi diri dan penghargaan dalam rangka tercapainya kinerja karyawan yang maksimal.*

Kata kunci : *kinerja karyawan, penghargaan, kebutuhan aktualisasi diri, kebutuhan sosial*

INTRODUCTION

Research Background

All organizations or institutions want to be successful in the global competition which getting stringent day by day. In order to increase an organization's competitiveness, the qualified Human Resources are really needed by an organization to survive and successfully face the real life competition. In creating the qualified Human Resources would definitely need the role of motivation. Motivation plays an important role for the success of an organization. The provision on employee motivation can be done in various ways such as meeting the needs of self-actualization, rewards and fulfillment of social needs. The needs of Self-actualization is an individual needs to develop and realize all the potentials, abilities and to show a more complex identity as what he aspired to become. Meeting the needs of self-actualization can possibly increase the loyalty of the employee. The social needs are things such as acceptance, appreciation, belonging and companionship. Essentially, social needs are met by forging relationships with other people. However, meeting the needs of employee's social needs can increase their good performance. As a concrete step, an institution gives a reward to those employees who have shown their good performance. The awards is the company's effort in providing remuneration for employee performance, thus encourages employee to work harder.

Employee's successfulness could be measured by their work performances in completing a task or job, person should have a degree of willingness and a certain level of ability. As a government agency that responsible for managing the national family planning program, Badan Kependudukan Keluarga Berencana Nasional (BkkbN) or National Family Planning Coordination Board has the educated employees which all of the employees are civil servant or PNS with the total employees are 86 employees. The employees in this institution have their own personal employee performance which different one another. It can be seen by the evaluation of employee work targets or *Sasaran Kerja Pegawai* (SKP) which is the evaluation result evaluated by the head of institution according to the given task that their done complete with the grade presentation. The SKP of each employee is dynamic every year and partially different between one another. Therefore, the employee's performance is a very important point in the company's effort to achieve BkkbN's objectives according to the vision which is being a reliable and trusted institution in achieving balanced population growth and quality family.

Research Objectives

1. To analyze if there is influence of Self-Actualization Needs, Rewards and Social Needs on employee's performance in BkkbN provinsi Sulawesi Utara simultaneously.
2. To analyze if there is influence of self-actualization needs on employee performance in BkkbN provinsi Sulawesi Utara partially.
3. To analyze if there is influence of rewards on employee's performance in BkkbN provinsi Sulawesi Utara partially.
4. To analyze if there is influence of social needs on employee's performance in BkkbN provinsi Sulawesi Utara partially.

THEORITICAL REVIEW

Human Resource Management

Human resource management is s function in organization designed to maximize employee performance. In this research, there are several definitions that explain about the Human Resource Management. According to Storey (1992:21) Human Resource Management is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics. Human resource management includes administrative activities that are associated with planning, recruitment, selection, orientation, training, appraisal motivation and remuneration. Bratton and Gold (2001:153) defined Human Resource Management as function of organization that aimed at developing people through work.

Employee Performance

Employee performance is the work of employees compared with the standards and targets that have been determined. According to McNamara (2005:171) employee performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance. To achieve or encourage higher performance from employees, the following criteria should be considered (Cardy & Selvarajan, 2004).

Self-Actualization Needs

Self-actualization needs are the need of employee to become what he desired to become according to his potential. According to Goldstein (1934:95) the term ‘self-actualization’ as the motive to achieve one’s potentials and aspirations. For him, self-actualization is "the tendency to actualize, as little as possible, individual capacity in the world". Furthermore, self-actualization was made more popular by Abraham Maslow in his theory of motivation. Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees’ performance (Gordon, 1965:117).

Rewards

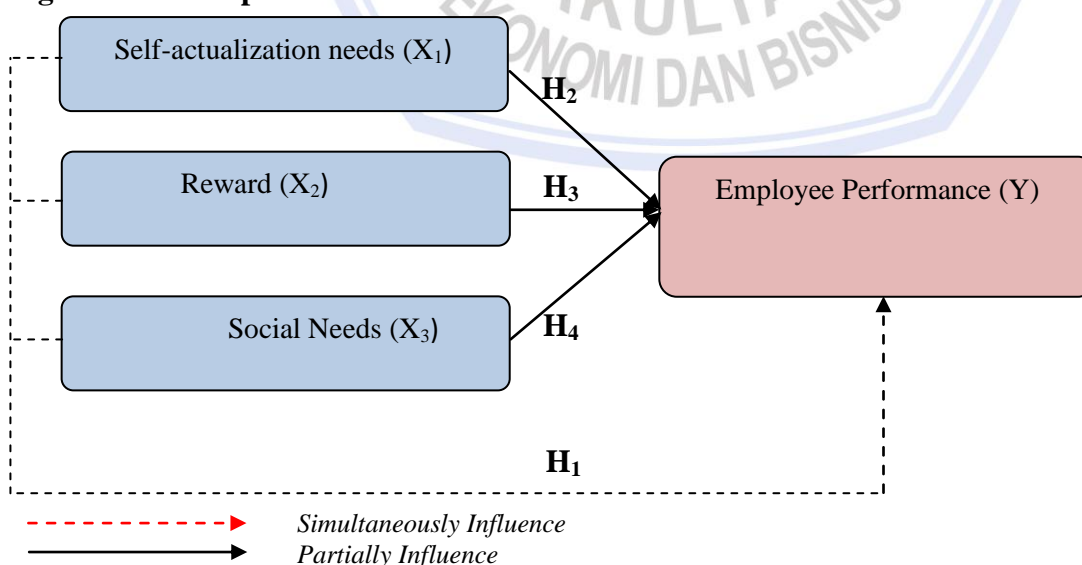
Rewards are a type of appreciation financial or non-financially based on performance shown by employee. According to Dewhurst et al.(2010), there are other means to reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Much research on leader power have found that supervisor reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors(Jahangir et al. 2006).

Social Needs

Social needs are the needs of social related to love and belongingness. According to Maslow (1943), the social stage is not based on basic needs but instead on psychological or emotional needs. The primary source of behavior at this stage of development is the need for emotional connections such as friendships, family, social organizations, romantic attachments, or other situations involving interactions with others. When physiological needs and safety are met, we begin to feel the need for friends, a partner, children, affectionate relationships, a sense of community. Human have a desire to live and belong to groups including clubs, work group, religious groups, and family. We need to feel loved and accepted by others. Viewed negatively, we become increasing susceptible to loneliness and social anxieties.

Conceptual Framework

Figure 1 – Conceptual Framework



Source: Data Processed, 2016

Research Hypothesis

- H₀: There has no influence of Self-Actualization Needs, Rewards and Social Needs on employee's performance in BkkbN North Sulawesi Province.
- H₁: There is influence of Self-Actualization Needs, Rewards and Social Needs on employee's performance in BkkbN North Sulawesi Province simultaneously.
- H₂: There is influence of self-actualization needs on employee performance in BkkbN North Sulawesi Province partially.
- H₃: There is influence of rewards on employee's performance in BkkbN North Sulawesi Province partially.
- H₄: There is influence of social needs on employee's performance in BkkbN North Sulawesi Province partially.

Type of Research

The type of this research is causal research that aim to describe the influence of Variable X is the independent variable on Y is the dependent variable. This research is a quantitative approach using multiple linear regression method as a tool to analyze the data.

Location and Time of Research

This study was conducted in Manado, North Sulawesi, Indonesia. Specification has conducted in BkkbN (Badan Kependudukan dan Keluarga Berencana Nasional) North Sulawesi Province, Jl 17 Agustus Manado, North Sulawesi, 95117 From April to June 2016.

Population and Sample

Population is the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran & Bougie 2009). The population in this research is the employee's at BkkbN North Sulawesi Province. According to Kotler (2005:215), sample is a segment of the population selected for marketing research to represent the population as a whole. For the sample of this research is employee in BkkbN North Sulawesi. This research used purposive sampling as the sampling technique and sample size of this research is the 44 employees of BkkbN North Sulawesi.

Data Collection Method

Primary data refer to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. Individual provide information when interviewed, administered questionnaires, or observed. Group depth interviews, or focus groups, are the other rich source of primary data (Sekaran and Bougie 2009). The primary data used in this research is the questionnaire that distributed to employees in BkkbN North Sulawesi Province. Secondary data is data collected for some purpose other than the problem at hand (Sekaran and Bougie 2009). The secondary data is taken from books, journals, and relevant literatures from library and internet.

Operational Definition and Measurement Research Variable

1. Self-actualization Needs (X_1): Self-actualization needs in this research, is the need of the employees of BKKBN to be able to become as what he/she desired in accordance with his/her potential.
2. Reward (X_2): one of employee's motivation to improvise BKKBN performance both financial and non-financially
3. Social Needs (X_3): Social needs in this research, is the need for social relatedness or love and belongingness. These needs can be fulfill by interaction with coworker and colleagues of BKKBN employees.

4. Employees Performance (Y) : Performance in this study is the work of employees BKKBN North Sulawesi compared with the standards and targets that have been determined in advance by the BKKBN North Sulawesi and has been agreed between the BKKBN Sulut with the employee.

Variable has been measured on five points of scale with 1 as the lowest and 5 as the highest. Measurement of the variables is an integral part of research and an important aspect of research design. Likert scale as a widely used rating scale is designed to examine how strong subjects agree or disagree with statements on a five point scale.

Data Analysis Method

The method of analysis used in this study is multiple linear regression method, including validity and reliability tests, test of classical assumption and the t test and F test as hypothesis testing. The data obtained processed using the software SPSS (Statistical Package for Social Science).

Multiple Regression Analysis Model

Cooper & Schindler (2001) stated that multiple regression analysis is a technique to observed value of more than one X to estimate or predict corresponding Y value. Multiple regressions is a descriptive tool used to (1) develop a self-weighting estimating equation by which to predict values for a dependent variable from the values of independent variables, (2) control confounding variables to better evaluate the contribution of other variables, or (3) test and explain a casual theory.

The equation model of multiple regression analysis can formulated as shown below:

$$Y = B_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y	:	Employees Performance
a	:	The Constant, when all the independent variable equal to 0
b ₁ , b ₂ , b ₃	:	The regression coefficient of each variable
X ₁	:	Self-actualization needs
X ₂	:	Reward
X ₃	:	Social needs
e	:	errors

RESULT AND DISCUSSION

Validity Test

The purpose of validity test is to know whether the instrument is valid or not. It has been identified if the correlation coefficient between the value of one indicator and the total value of all indicators is positive and more than 0.3 ($r \geq 0.3$) and below the significant level of 5% then the instrument is considered as valid. The correlation index is greater than 0.3 and below the significance level of 5% therefore the data is considered as valid. It shows that variable self-actualization in statement 1 is 0.693, statement 2 is 0.751, statement 3 is 0.740, statement 4 is 0.677, statement 5 is 0.734, statement 6 is 0.822. Rewards in statement 1 is 0.573, statement 2 is 0.612, statement 3 is 0.737, statement 4 is 0.769, statement 5 is 0.802, statement 6 is 0.781. Social Needs in statement 1 is 0.768, statement 2 is 0.768, statement 3 is 0.827, statement 4 is 0.778, statement 5 is 0.797, statement 6 is 0.737. And Employess Performance in statement 1 is 0.745, statement 2 is 0.760, statement 3 is 0.676, statement 4 is 0.772, statement 5 is 0.593, statement 6 is 0.503. For Social needs statement 3 have the most influencing factor in Consumer Purchase Intention with value 0.827 compared other variables per statement.

Reliability Test

The reliability test in this research uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable. In this research shows that Alpha Cronbach for self-actualization is 0.768, Rewards is 0.778, social needs is 0.795, and employee performance is 0.758. which is mean that value of Alpha Cronbach is higher than the acceptance limit of 0.6 and it indicates that the data is acceptable or indicates good internal consistency. Therefore the research instrument is reliable.

Heteroscedasticity

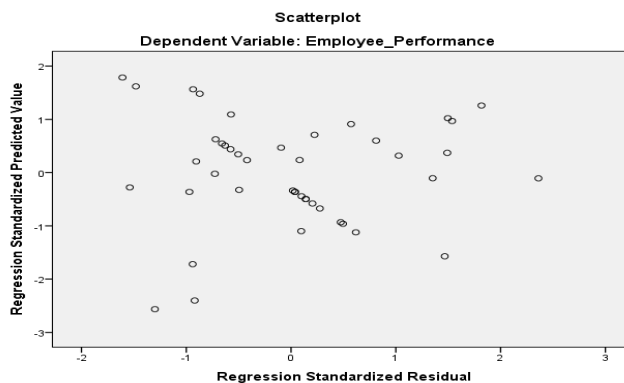


Figure 2. Heteroscedasticity
 Source : Data Processed, 2016

Heteroscedasticity occurs when there is no similarity standard deviation value of the dependent variable in each variable independent. Detection to see whether there is a certain pattern in the image graphic. Based on the detection result shows that the dots are spreading above and below zero point. This proves that there is no heteroscedasticity in this regression.

Multicollinearity

Table 1. Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Self-Actualization	.421	2.375
	Rewards	.542	1.844
	Social Needs	.629	1.590

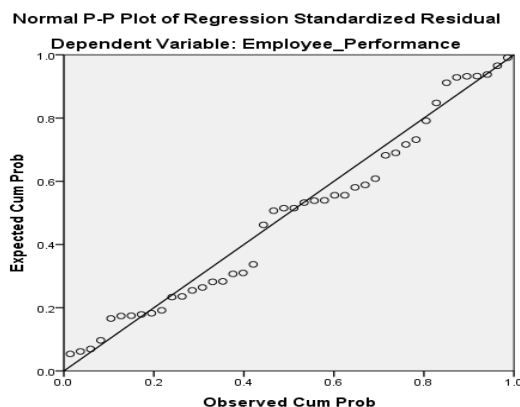
a. Dependent Variable: Employee Performance

Source : SPSS data analysis 2016

Data shows that the value of tolerance and VIF. The tolerance value of Self-Actualization is 0.421, Rewards 0.542, Social Needs is 0.629, means the tolerance value of variable is more than 0.2. The VIF value of Self-Actualization is 2.375, Rewards is 1.844, Social Needs is 1.590, means the VIF value is less than 10. Since all the tolerance value is more than 0.2 and VIF value is less than 10, so this research is concluded to be free from multicollinearity.

Normality

Figure 3. Normality Test Output



Source : Data Processed, 2016

Normality test can be identified by using graph of P-P plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph. Figure 3 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is complete.

Simultaneously Test (F-test)

Table 2. Simultaneous Test (F-test Output)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.424	3	33.141	8.414	,000 ^b
	Residual	157.553	40	3.939		
	Total	256.977	43			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Social needs, rewards, self-actualization

Source: Data processed, 2016

In Table 2, the value is 8.414, the degree of freedom 1 (numerator) is 2 and degree of freedom 2 (denominator) is 43 with level of significance is 0.05 ($\alpha = 0,05$) and the level of confidence is 95% then F_{table} is 2.84. The result is: $F_{count} (8.414) > F_{table} (2.84)$. Since F_{count} is greater than F_{table} , H_0 is rejected and H_1 is accepted means the independent variables simultaneously influence the dependent variable. Therefore, hypothesis 1 is accepted.

Partially Test (T-test)

The T-test is used to see the partial influence of each independent variable on the dependent variable. This test is done by comparing t_{count} and t_{table} with the level of significance 95% ($\alpha = 0,05$). The hypothesis testing in this test will be:

- $t_{count} \geq t_{table} (0,05)$ then H_0 is rejected and H_1 is accepted
- $t_{count} \leq t_{table} (0,05)$ then H_0 is accepted and H_1 is rejected

Table 3 . T-test Result

Variable	sig	alpha	description
Self-actualization	.824	0.05	rejected
Rewards	.796	0.05	rejected
Social Needs	.001	0.05	rejected

Source : Data Processed,2016

1. Self-Actualization (X_1) and Employee Performance (Y)
From the table above, t_{count} for each independent variable, which for Self-Actualization (X_1) $t_{count} = 0.224$ and $t_{table} = 1.69$ which $t_{count} < t_{table}$. Therefore, H_0 is accepted and H_1 rejected, that means Self-Actualization (X_1) does not significantly influence Employee Performance (Y)
2. Rewards (X_2) and Employee Performance (Y)
From the table above, t_{count} for each independent variable, which for Rewards (X_2) $t_{count} = 0.258$ and $t_{table} = 1.69$ which $t_{count} \leq t_{table}$. Therefore, H_0 is accepted and H_2 rejected, that means Rewards (X_2) does not significantly influence Employee Performance (Y)
3. Rewards (X_2) and Employee Performance (Y)

From the table above, t_{count} for each independent variable, which for Social Needs (X_3) $t_{\text{count}} = 3.675$ and $t_{\text{table}} = 1.69$ which $t_{\text{count}} \geq t_{\text{table}}$. Therefore, H_0 is rejected and H_3 accepted, that means Social Needs (X_3) does significantly influence Employee Performance (Y).

Discussion

From the equation of multiple regressions, each coefficient of b (indicator of influencing the program) shows a result, independent variable X_1 , X_2 have positive effect to the dependent variable Y but not significant, and independent variable X_3 has positive effect to the dependent variable Y significantly. Social Needs has a significant influence to the Employee Performance in BkkbN North Sulawesi Province. This characteristic reflects that the employees in BkkbN North Sulawesi have more concern about socialization with other people. Another characteristic included in Self-Actualization and Rewards have positive influence to employee performance but do not influencing significantly, because the result of data processing, all the characteristics that are used to measure the influence of Self-Actualization and Rewards to Employee Performance in BkkbN North Sulawesi are not match. This research has a similar finding with Rumbay (2014) stated that the significance of motivation has partial effect on employee performance. Therefore, to increase employee performance, these motivation factors should be considered intensively.

Employee Performance in BkkbN North Sulawesi indicates that there are several factors influencing the performance, such as the Social Needs which is typical characteristics that include the socialization, relation, etc. Result indicates that social needs give strong relationship to employee performance, because it gives more impact than self-actualization and rewards. When the result indicates that social needs have the strongest significant influence, it does not mean that self-actualization and rewards do not give any influence. Self-actualization and rewards also give influence toward employee performance in BkkbN North Sulawesi, but not as much as social needs. That value is from the test result by using SPSS 22.

CONCLUSION AND RECOMMENDATION

Conclusion

The result of research and discussion can be concluded as follows:

1. The Self-Actualization, Rewards, and Social Needs significant influence on employee performance simultaneously.
2. Self-Actualization has no significant influence toward employee performance in BkkbN North Sulawesi partially.
3. Rewards have no significant influence toward employee performance in BkkbN North Sulawesi partially.
4. Social Needs has significant influence toward employee performance in BkkbN North Sulawesi partially.

Recommendation

There is always space for research improvement. In this research, there are several limitations, which can be improved in next study. The sample of this study is employees of BkkbN North Sulawesi. Qualitative method can be used to get more accurate and valid results. Other government of private office may show different findings. New findings may be explored though a cross sectional, cross national and cross cultural study.

This study is focused on what factors influence employee performance. Future research could examine the way people sign up and accepted in organization of the employee performance. A study should also be done to study the reasons of the behavior the employee with reference to social needs for the performance which is generally assumed to be an important variable of employee performance in BkkbN North Sulawesi Province.

REFERENCES

- Bratton J. and J. Gold. 2001. *Human Resource Management Theory and Practice*, Palgrave Macmillan, Hound Mills.
- Cardy R. L. and T. T Selvarajan. 2004. Assessing ethical behavior. *Journal of Development of behaviorally anchored rating scale, Proceeding of Southern Academy Management Meeting*. Vol. 1 No. 1. Pp. 01 – 02. <http://info.catme.org/research/publications-and-presentations/>. Access on January 17th 2016.
- Cooper, D. R. & Schindler, P. S. (2001). *Business research methods*. McGraw-Hill Companies, New York.
- Dewhurst et al. 2010, Rewards, Motivation and Job Satisfaction of Employees in Commercial Banks- An Investigative Analysis. *International journal of academic research in business and social science*. ISSN: 2222 -6990. Vol. 4, No. 4. http://hrmars.com/hrmars_papers/Rewards_Motivation_and_Job_Satisfaction_of_Employees_in_Commercial_Banks- An_Investigative_Analysis.pdf. Access on January 15th 2016.
- Goldstein K. 1934. *The Organism: A Holistic Approach to Biology*. Derived from Pathological Data in Man. Zone Books, New York.
- Gordon. 1961. *Personality*. Holt, Rinehart and Winston, New York.
- Jahangir, N., Akbar, M.M., and Haq, M., 2004. Organizational Citizenship Behavior: Its Nature and Antecedents. *RAC University Journal*. Vol. I, No. 2, 2004, Pp.75-85. [http://www.ijbmi.org/papers/Vol\(3\)1/Version-1/C03101017027.pdf](http://www.ijbmi.org/papers/Vol(3)1/Version-1/C03101017027.pdf). Access on January 15th 2016.
- Kotler, Philip. 2005. *Manajemen Pemasaran*, Jilid 1 dan 2. PT. Indeks Kelompok Gramedia. Jakarta.
- Maslow A. H. 1943. A theory of human motivation. *Journal of Psychological Review*. Vol. 1 No. 50 Pp. 370 - 396. <http://psycnet.apa.org/journals/rev/50/4/370.pdf>. Access on January 16th 2016.
- McNamara C. 2005. *Human Resource Management and Talent Management*. Authenticity Consulting LLC.
- Rumbay, R. 2014. The Impact of Motivation and Employee Development on Employee Performance at KPKNL Manado. *Journal EMBA*. Vol.2 No.4. Pp. 394 – 403 <http://download.portalgaruda.org/article.php?article=273853&val=1025&title=THE%20IMPACT%20OF%20MOTIVATION%20AND%20EMPLOYEE%20DEVELOPMENT%20ON%20EMPLOYEE%20PERFORMANCE%20AT%20KPKNL%20MANADO>, Access on August 14th 2016.
- Sekaran, Uma dan Roger Bougie. 2009. *Research Methods for Business: A Skill Building Approach 5th ed.* John Wiley and Sons, United Kingdom.
- Storey J. 1992. *Developments in the Management of Human Resources*. Blackwell, Oxford.