



Altruism, Self-Efficacy, Self-Actualization, and Their Effect on Employee Performance

Salsa Wulandari Pratama¹, Nani Sumarni², Dharliana Hardjowikarto^{3*}, Lisa Harry Sulistiyowati⁴

^{1,2,3,4}*Swadaya Gunung Jati University, Cirebon, Indonesia*

*Corresponding author email: dharlianaayu@gmail.com

Abstract

The aim of this research was to investigate how altruism, self-efficacy, and self-actualization influence the performance of employees at BPR Kuningan Bank. This research uses a numerical technique and primary data collection through a Likert scale questionnaire distributed to employees of BPR Kuningan Bank through Google Form, the sample of this research was 85. Secondary data comes from official sources such as journals and books. This research is explanatory research that tests previously designed hypotheses or known as causality research and describes how research variables relate to one another. The outcomes indicated that self-efficacy favorably and remarkably influences employee performance, as evidenced by the t-value test outcomes. The computed t-value of 5.355 surpasses the critical t-value of 1.990, indicating a strong impact. Self-actualization demonstrates a favorable and remarkable influence on employee performance, as indicated by the statistical analysis of the t-value test, where the computed t-value of 4.209 exceeds the critical t-value of 1.990. However, altruism does not exhibit a favorable impact on employee performance, evidenced by the error rate (sig) of 0.136, which surpasses the threshold of 0.05. The combined effect of Altruism, Self-Efficacy, Self-Actualization on Employee Performance significance value in the anova table for the effect of X_1 , X_2 , X_3 simultaneously / together on Y is $0.000 < 0.05$ and the value of F count $50.010 > F$ table 2.716 so it can be concluded that H_4 is accepted which means X_1 , X_2 , X_3 have an effect on Y simultaneously.

Keywords: Altruism, Employee Performance, Self-Actualization, Self-Efficacy

1. Introduction

The race for talent is ongoing for all organizations, large or small, corporate, non-profit, or government. With reduced physical and technological barriers, an enhancing information economy, and a more mobile talent pool, this conflict will be fought both locally and globally. Numerous companies prioritize employee engagement as a means to boost profitskill by minimizing obstacles and enhancing productivity through impactive human resource management strategies aimed at attracting and retaining top talent. (Sidiki & Maqsood, 2008). One of the key components in helping businesses enhance their goals is employee performance (Berliana et al., 2020). Engaged employees are aware of the business environment and work together with coworkers to enhance job performance for the organization's improvement. Engagement needs to be developed and fostered by companies, which requires a mutually beneficial relationship among employers and employees. The skill of an employee is very important for improving performance in their organizational environment (Ardiansyah & Sulistiyowati, 2018). This dedication combined with the incentives offered will outcome in certain goals.

In the business world, generosity or altruism plays an important role in expressing unrequited and unbridled solidarity. The fact that workers support each other morally and financially in the workplace, where they spend most of their lives, can foster a sense of unity among them and create an atmosphere in which they can act (Şentürk & Erkubilay, 2020). The time workers spend at their workplace can be described as the time when solidarity is most needed.

In Bandura's Theory, A. (1985) Self-efficacy refers to personals' evaluation of their skill to gather the motivation, cognitive resources, and action strategies required to cope with the challenges presented by a specific situation.

Consequently, self-efficacy is regarded as an personal's confidence in their skill to impactively utilize out specific tasks, responsibilities, and behaviors. (Singh et al., 2024).

According to Abraham Maslow's needs theory, self-actualization is the process of achieving the highest needs. This involves encouraging a person to improve their attitude and behavior and give their best to produce their best performance. To help and motivate a person to enhance the desired goal, self-efficacy or self-confidence is needed. giving their all, allowing them to try their best and with full endurance (Burhan, 2019). This tendency is the drive to be more and more of oneself and everything that can possibly be done to enhance self-actualization. Pavai et al., (2020) People who have enhanced self-actualization are problem-oriented, want to enjoy life, care about their own development, and are able to experience peak moments. Such a person will make excellent decisions.

Employee performance is enhanced by numerous factors, including the intrinsic potential within personals such as motivation and discipline. Employees play a pivotal role and serve as the primary driving force behind the smooth functioning of operations. According to Mangkunegara 2013 in Areffudin et al., (2023) Performance is the qualitative and quantitative work enhanced by employees in utilizing out their tasks in accordance with the responsibilities given. Employee performance is the outcome of work in quantity and quality enhanced by an employee in order to fulfill his job obligations and fulfill his job tasks (Sulistiyowati & Agustina, 2021).

To manage human resources well and enable them to work productively, efficiently, and enhance organizational goals, human resource management is essential (Ariyanti et al., 2021).

While numerous studies have investigated their influence on employee performance, only a limited number of researchers have incorporated contemporary factors into their analyses. Consequently, there is a lack of research addressing recent developments in this area. Extensive investigation of current events will outcome in the latest developments about the current condition of the company, therefore researchers expand and deepen the comprehension of the influence of altruism, self-efficacy, and self-actualization variables and their impact on employee performance at BPR Kuningan Bank.

2. Literature Review

2.1 Interpretation of Altruism

Altruism is the willingness to help others without expecting anything in return, or the desire to always help the right thing (Schroeder et al., 1995 in Rohman et al., 2022). According to this Interpretation, if a behavior can be described as altruistic, then it will benefit the subject.

In the literature, altruism is classified as the quality of being selfless and supportive towards others, often characterized by a willingness to assist in numerous situations. This description of an altruistic personal is echoed by Budak (2000), as cited in Şentürk and Erkubilay (2020). Further research conducted in 2000 by Professor Robert F. Krueger and colleagues indicated that altruism exhibits a favorable association with social norms such as social competence, social potential, and human rights, while demonstrating a negative correlation with aggression (F. Krueger et al., 2001), as referenced in Chen (2019). Altruism is characterized by its risky, voluntary, intentional nature, with benefits accruing primarily to others rather than oneself (Enelamah & Tran, 2020). Actions driven by altruism are conducted for the betterment of others, implying doing good or preventing harm (Kago & Venkataraman, 2023; Jonasson & Ingason, 2022).

This research explores the impact of personals' attitudes toward altruism when they express kindness and initiative in social groups, personal life with responsibility, and one's attitude toward altruism shows that all perspectives encourage favorable relationships in daily life (Balaskas et al., 2023). Three broad categories of altruism pure altruism, reciprocal altruism, and kinship altruism are commonly recognized (Ye, 2005 in Cheng et al., 2023). In addition, altruistic behavior is divided into four aspects, namely caring, helping, caring for others, and sacrificing (J. Philippe Rushton, 1981). In ethical standards, altruism is classified as behavior that puts consideration for the welfare of others first (Schwartz, 1997 in Nguyen et al., 2023).

2.2 Interpretation of Self-Efficacy

As per Farrell et al. (2016), self-efficacy denotes an personal's capacity to concentrate and take impactive steps toward accomplishing specific objectives, encompassing emotional intelligence, psychological strategies, and personal motivations that drive action. It serves as an assessment of one's capskill across diverse environments and tasks. According to Tsang et al. (2012), self-efficacy involves the personal's capskill to gauge their own competence or capskill. In completing tasks, achieving goals, and overcoming obstacles. From these two Interpretations, an personal's impactiveness in life is his skill to manage these resources he has in order to enhance a certain goal (Julian Calvin, 2023). Self-efficacy is a simple method to balance the connection among hard work and sustainable performance (Cheah et al., 2019).

personals with high self-efficacy demonstrate the skill to use motivation, cognitive resources, and specialized knowledge in developing specific action plans to enhance success (According to Dissayanake 2013 in Wahyudi et al., 2024) Albert Bandura, defines self-efficacy as " a conviction that one can plan and utilize out the activities required to deal with future circumstances" (Singh et al., 2024). impactiveness involves a personal's perception of his or her skill to complete a specific activity within a specific timeframe by overcoming situational difficulties/obstacles. People with favorable self-efficacy are confident, motivated, satisfied, and favorable about life, whereas people with negative self-efficacy are shy, insecure, and anxious about life. Self-efficacy directly or indirectly affects all areas of human activity.

2.3 Interpretation of Self-Actualization

Robbins & Coulter, (2010: 110) assert that a person's urge for self-actualization is their drive to fulfill their potential and become anything they want to be.

According to Maslow, actualization is the process of evolving into one's true self one's psychological characteristics and potential (Arinato, 2009 in Abrori & Rizki, 2022). Actualization can be helped or hindered by life experiences and learning, especially in early childhood. As one's life develops, perceptions change. When a person reaches a certain age (adolescence), he/she experiences a transition from a physiological level of consciousness to a psychological level of consciousness.

Maslow put forward Maslow's theory which is a theory that organizes needs hierarchically. It starts with the lowest basic needs and the highest needs at the top. Maslow also suggested that work allows people to self-actualize (Fernando & Nilakant, 2008). This requirement is classified as follows Maslow in Kreitner & Kinicki in (Burhan, 2019). Physiological needs include: eating, freedom from drink, life and disease, Safety and Protection Needs: Feeling safe from physical or psychological threats, Social and romantic needs: Friendship, companionship, and affection, Valuing needs: reputation, fame, recognition, respect from others, self-confidence, power, and others, Self-actualization needs: The aspiration to maximize every opportunity in order to excel.

The psychological manifestation of self-actualization relies on the development and maturation of a personal's psychological makeup, illustrating the impactiveness of this process. Within this context, professional self-actualization follows closely behind a personal's psychological development. However, if this order is reversed, it may raise moral and ethical considerations when pursuing the objectives of human self-actualization. (Sorokoumova et al., 2021).

2.4 Interpretation of Employee Performance

Performance stands as a critical component necessitating assessment and validation by specific stakeholders to gauge the alignment of enhanced outcomes with the organization or company's pursued vision. This evaluation aids in comprehending both the favorable and adverse impacts of operational policies. Affandi (2018: 84) suggests that a personal's enhancements are contingent upon the depth of their dedication to work. Employee performance encompasses proficiency levels in routine tasks, encompassing operational activities (Saeed et al., 2013, as cited in Hasan, 2023).

Sapada (2017) and Sarini et al. (2020) describe employee performance as the outcome of personal efforts, reflecting both the quality and quantity of work accomplished within a specific timeframe and in alignment with assigned tasks (Isa & Indrayati, 2023). Meanwhile, as per Sopiah (2016, as cited in Isa & Indrayati, 2023), performance is the culmination of tasks executed by a personal, influenced by their skills, experience, precision, and timeliness.

According to the theoretical and empirical explanations, the hypotheses designed in this research are:

H₁= Altruism favorably and remarkably impacts employee performance.

H₂= Self-efficacy remarkably and favorably affects employee performance.

H₃ = Self-actualization remarkably and favorably affects employee performance.

H₄ = Altruism, self-efficacy, and self-actualization collectively exert a favorable and remarkable influence on employee performance.

3. Research Methods

3.1 Kind of Research

This research is survey-based, meaning that questionnaires will be the main tool to collect data while samples are drawn from employees. Questionnaires were carefully distributed to collect primary data from the research subjects,

which include employees at BPR Kuningan Bank. The variables include, Altruism, Self-efficacy, Self-actualization and Employee Performance.

In accordance with research typology, this research exemplifies explanatory research, characterized by the exploration of relationships among research variables and the testing of pre-established hypotheses. This kind of research, also concerned to as causality research, seeks to elucidate causal relationships (Hasan, 2023).

The research's sample consisted of 107 employees from BPR Kuningan Bank. Questionnaires were administered, featuring items according to prior research. Altruism items were adapted from J. Philippe Rushton (1981), self-efficacy items from Bandura as cited in Erlina (2020: 69), self-actualization items from Robbins & Coulter (2010: 110), and employee performance items from Affandi (2018: 84).

Hypothesis testing data analysis was conducted utilizing T-tests and F-tests through SPSS 27 software.

3.2 Research Design

A complete work plan according to the relationship among variables so that research outcomes can answer research questions is known as a research design (Singh, 2014). A causality design is used in this research, primarily to measure: Altruism, Self-Efficacy, Self-Actualization and their impacts on Employee Performance. The correlation among the three variables and Employee Performance is outlined as follows:

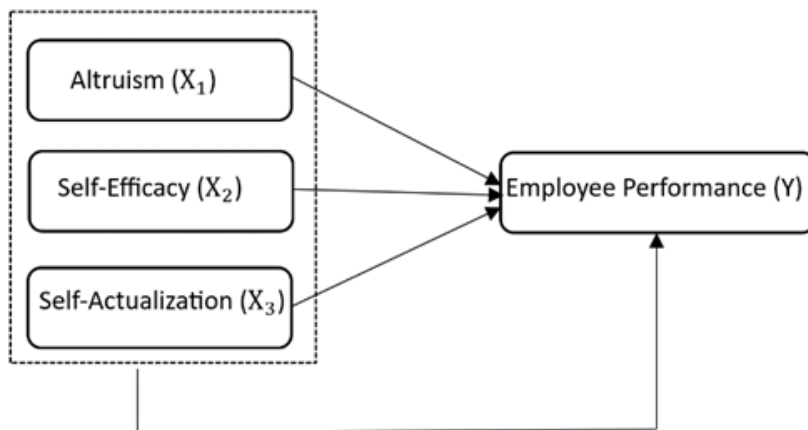


Figure 1: Research Design

3.3 Population

Population refers to an extensive group consisting of subjects or objects possessing classified attributes, chosen by researchers for analysis before drawing conclusions (Sugiyono, 2014). In this research, the population comprises 107 employees of BPR Kuningan Bank. The sample is representative in terms of both quantity and characteristics compared to the population (Sugiyono, 2014). The sample included in this research was drawn from the population of 107 employees of BPR Kuningan Bank.

3.4 Sample

The sample represents both the quantity and the characteristics of the population (Sugiyono, 2014). The sampling technique employed is probskill sampling, specifically utilizing a random sampling approach, ensuring that every personal within the population has an equal chance of being chosen to participate as a research sample (Sugiyono, 2014). For the sample taken is 85 of 107 population.

3.5 Classical Assumption Test Data Analysis

Multiple linear regression analysis requires statistical requirements, one of which is the classical assumption test (Priscilla et al., 2024). The classic assumption tests that are frequently used are autocorrelation test, heteroscedasticity test, multicollinearity test and normality test.

3.6 Multiple Linear Regression Analysis

To assess the impact of the independent variables on the dependent variable, the research utilizes multiple linear regression analysis, as suggested by Priscilla et al. (2024). Altruism, Self-Efficacy, and Self-Actualization serve as the independent variables in this research.

4. Results and Discussion

4.1 Results

4.1.1 Validity Test

In this research, the validity test was performed utilizing the Pearson product-moment correlation formula. The questionnaire instrument is considered valid if the computed correlation coefficient (r count) exceeds the critical value (r table). The critical value (r table) in this research is determined by the R Table, at an error rate of $\alpha = 0.05$ (5%). In this research, the number of respondents (N) was 85, outcomeing in a R Table. In the R table, the value corresponding to $R = 85$ is 0.213.

If the Pearson product-moment correlation coefficient for each assertion item and the total score is greater than 0.213, then the assertion item is considered valid; conversely, if the coefficient is less than 0.213, the assertion item is deemed invalid in variable formation. The validity test was performed utilizing SPSS version 27 software, yielding the following outcomes:

Table 1: Instrument validity test outcomes

No.	Variables	R Count	R Table	Information
1.	Altruism			
	1	0.886	0.213	VALID
	2	0.873	0.213	VALID
	3	0.811	0.213	VALID
	4	0.320	0.213	VALID
2	Self-efficacy			
	1	0.675	0.213	VALID
	2	0.536	0.213	VALID
	3	0.725	0.213	VALID
	4	0.664	0.213	VALID
	5	0.542	0.213	VALID
	6	0.615	0.213	VALID
3	Self-Actualization			
	1	0.812	0.213	VALID
	2	0.703	0.213	VALID
	3	0.824	0.213	VALID
4	Employee Performance			
	1	0.639	0.213	VALID
	2	0.684	0.213	VALID
	3	0.585	0.213	VALID
	4	0.542	0.213	VALID
	5	0.733	0.213	VALID
	6	0.625	0.213	VALID
	7	0.468	0.213	VALID
	8	0.515	0.213	VALID
9	0.551	0.213	VALID	

Source: Processed data, 2024

From the table upword, it is evident that all assertion items exhibit r count values surpassing the r table value. Consequently, it can be summarized that the research instrument is valid and suitable for use.

4.1.2 Classical Assumption Research outcomes

The classical assumption test is a statistical method employed to make sure the viskill of research data before proceeding with statistical analysis. Priscilla et al. (2024) emphasize the necessity of testing research data beforehand, as regression analysis relies on specific assumptions to construct an unbiased, linear estimator with minimal variance, known as the Best Linear Unbiased Estimator (BLUE). beneath are some of the tests conducted on the research data:

4.1.3 Normality Test

The normality test assesses whether the independent and dependent variables of the regression model follow a normal distribution. In this research, the normality test employs the PP plot graph to examine the distribution. The outcomes of the normality test utilizing the PP plot graph via SPSS version 27 are provided beneath.

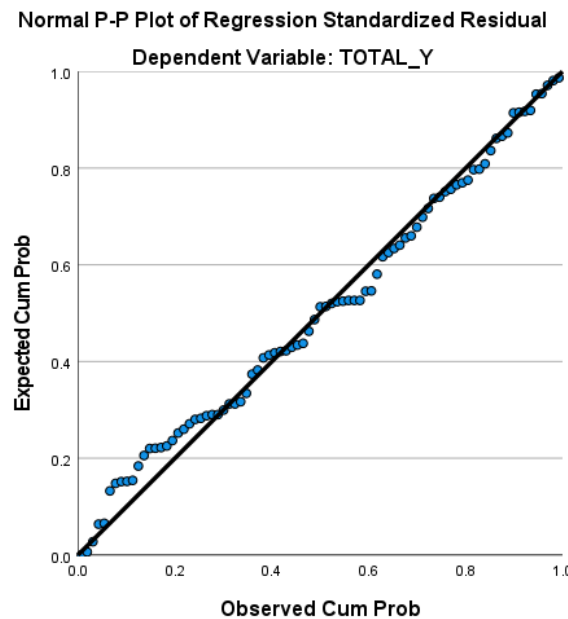


Figure 2: Normal regression plot

according to the displayed outcomes, when the data points are spread evenly along the diagonal line and follow its direction, it suggests a normal distribution. Hence, it can be inferred that the regression model requires the normality assumption, as indicated by the PP plot graph.

4.1.4 Multicollinearity Test

The goal of the multicollinearity test is to examine whether there is any correlation among the independent variables within the regression model. If the independent variables demonstrate no remarkable association with each other, it indicates a high-quality regression model. To ascertain whether there exists multicollinearity, examine the Tolerance and VIF values of the independent variables. If the Tolerance value exceeds 0.10 and the VIF value is less than 10, then the data is devoid of multicollinearity indications. beneath are the outcomes of the regression test calculations:

Table 2: Multicollinearity Test Table

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Altruism	0.777	1.287
Self-Efficacy	0.519	1.928
Self-Actualization	0.630	1.588

a. Dependent Variable: Employee Performance

According to the outcomes in Table 2, none of the independent variables have a tolerance value beneath 0.10. The computed tolerance values for the Altruism, Self-Efficacy, and Self-Actualization variables are 0.777, 0.519, and 0.630 respectively. In the VIF calculations, it reveals that each independent variable possesses a VIF value of 1.287, 1.928, and 1.588 respectively, all of which are beneath 10. From the outcomes of the Tolerance and VIF tests, it can be inferred that there is no multicollinearity among the independent variables.

4.1.5 Heteroscedasticity Test

The heteroscedasticity test aims to determine if there's a disparity in variance among the residual observations within the regression model. Detecting heteroscedasticity involves examining the scatterplot among the forecasted values of the dependent variable, denoted as ZPRED, and the remaining SRESID. Absence of heteroscedasticity is indicated when there's no discernible pattern in the plot, and the points scatter both upword and beneath the zero mark on the Y-axis. Refer to Figure 3 for the scatterplot illustration.

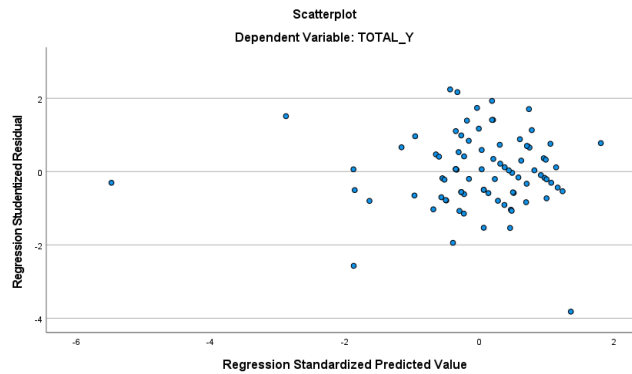


Figure 3: Partial regression plot

The provided graph indicates an absence of any discernible pattern, with points scattered both upword and beneath the zero mark on the Y-axis. This observation suggests that there is no presence of heteroscedasticity within the research data.

4.1.6 Multiple Regression Analysis

To explore the impact of one independent variable on another, such as how motivation, capital market knowledge, return, risk, and minimum capital knowledge influence investment interest, multiple linear regression analysis is employed. Table 3 displays the parameter values derived from the statistical test outcomes.

Table 3: Statistical Calculation Outcomes

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.566	2.397		3.991	0.000
Altruism	0.111	0.074	0.112	1.505	0.136
Self-efficacy	0.544	0.102	0.489	5.355	0.000
Self-Actualization	0.624	0.148	0.349	4.209	0.000

a. Dependent Variable: Employee Performance

According to the outcomes presented in Table 3, the multiple linear regression equation derived in this research is as follows:

$$Y = 9.566 + 0.111X_1 + 0.544X_2 + 0.624X_3$$

The upword regression equation delineates the linear relationship among Altruism, Self-Efficacy, Self-Actualization, and their impacts on Employee Performance, as elucidated beneath:

- (a) The constant value of 9.566 represents a baseline or a state where the employee performance variable remains unaffected by other variables, specifically altruism. Essentially, in the absence of independent variables, the employee performance variable remains unchanged.
- (b) Altruism, with a coefficient of 0.111, indicates a favorable impact on Employee Performance. This suggests that for each unit grow in the Altruism variable, there is an associated grow of 0.111 in Employee Performance, provided other variables are not considered in this research.
- (c) Self-efficacy, represented by a coefficient of 0.544, indicates a favorable impact on Employee Performance. This implies that for each unit grow in the Self-Efficacy variable, there is a corresponding grow of 0.544 in Employee Performance, assuming other variables are not considered in this research.
- (d) Self-Actualization, with a coefficient of 0.624, demonstrates a favorable impact on Employee Performance. This indicates that for each unit grow in the Self-Actualization variable, there is an associated grow of 0.624 in Employee Performance, assuming other variables are not considered in this research.

4.1.7 Test Coefficient of Determination (R²)

The aim of the Coefficient of Determination test is to gauge the model's impactiveness in describing the dependent variable. A low R-squared value suggests that the independent variables have limited skill to describe the variance of the dependent variable. The outcomes of the Coefficient of Determination (R-squared) test are depicted in Table 4.

Table 4: R Square Value

Model	R			Std. Error of the Estimate
	R	Square	Adjusted R Square	
1	0.806 ^a	0.649	0.636	1.959

a. forecastors: (Constant), TOTAL_ X₁, TOTAL_ X₂, TOTAL_ X₃

From the table, it is evident that the R-squared value is 0.636, equivalent to 63.6%. This suggests that 63.6% of Employee Performance is attributable to Altruism, Self-Efficacy, and Self-Actualization.

4.2 Discussion

The subsequent discourse will delve deeper into the impact of altruism, self-efficacy, self-actualization, and their implications on employee performance:

4.2.1. The impact of Altruism on Employee Performance

Altruism, as described by Schroeder et al. (1995), involves selflessly aiding others or simply desiring to enact favorable deeds. Employee altruism encompasses actions such as giving, supporting, and assisting colleagues without seeking any reciprocation. This concept holds remarkable value, especially for persons encountering financial struggles or adversity, as it reflects a genuine aspiration to transcend scarcity and foster opportunities for both oneself and others.

According to the outcomes of the research, altruism does not have a beneficial impact on employee performance. This is supported by the significance indicator (sig) of 0.136, which exceeds the threshold of 0.05, indicating that altruism does not favorably influence employee performance.

Altruism does not have a direct impact on employee performance. Any act aimed at enhancing the welfare of others qualifies as altruistic, regardless of whether it entails financial rewards or other direct advantages for the altruist. However, given that altruism correlates favorably with engagement, well-being, and overall organizational impactiveness, it can indirectly influence employee performance.

4.2.2. The impact of Self-Efficacy on Employee Performance

The outcomes of this research reveal that self-efficacy plays a role in influencing employee performance. According to the t-value test, the t-count stands at 5.355, surpassing the critical t-value of 1.990. Moreover, with a significance indicator (sig) of 0.000, indicating a value less than 0.05, it is evident that self-efficacy has a favorable and statistically remarkable impact on employee performance.

The outcomes of this research are consistent with prior research conducted by Agustini et al. (2023), which explored the influence of self-efficacy and locus of control on employee performance within the food security and livestock service of South Sumatra province. Agustini's research also summarized that self-efficacy has a notable impact on employee performance. This is evident in how employees address diverse issues by offering numerous suggestions, ultimately impacting the level of employee performance.

4.2.3. The impact of Self-Actualization on Employees

The influence of actualization on employee performance is remarkable. This is evident from the statistical test outcomes, where the t-count (t-value) of 4.209 surpasses the critical t-value of 1.990. Additionally, the significance of the error rate indicator, which is 0.000 and falls beneath 0.05, further supports the conclusion that actualization has a favorable and meaningful impact on employee performance.

The outcomes of previous research, such as that conducted by Burhan (2019), align with the current research's focus on self-efficacy, self-actualization, job satisfaction, and organizational citizenship behavior (OCB), and their impact on the performance of PT Ispat Panca Putera (IPP) employees. Burhan's research summarized that these factors remarkably influence employee performance. Employees possessing the skill to develop and self-actualize are empowered to bring about favorable changes and enhance their performance prospects.

4.2.4. The impact of Altruism, Self-Efficacy, Self-Actualization on Employee Performance

The collective impact of Altruism, Self-Efficacy, and Self-Actualization on Employee Performance is statistically remarkable, as evidenced by the significance value in the ANOVA table for the joint impact of X_1 , X_2 , and X_3 on Y , which is 0.000, indicating a value lower than 0.05. Furthermore, the F-count value of 50.010 exceeds the F-table value of 2.716. Therefore, it can be inferred that H_4 is accepted, signifying that X_1 , X_2 , and X_3 collectively influence Y .

According to the test outcomes, the computed F value is 50.010, exceeding the F table value of 2.716 ($F(K; n-K) = F(3; 85-3) = F(3; 82) = 2.716$), with a significance level (sig) of 0.000, which is beneath 0.05. These statistical outcomes indicate that Altruism, Self-Efficacy, and Self-Actualization collectively exert a favorable and remarkable influence on Employee Performance.

5. Conclusion

This research identified a notable favorable correlation among employee performance and self-efficacy. Essentially, when employees possess confidence and competence in task completion, they tend to accomplish tasks promptly. Conversely, persons lacking confidence may shy away from tasks perceived as too challenging. Self-actualization favorably and remarkably influences employee performance, indicating that employees with the capacity for self-development and realization are more likely to enhance higher performance levels. Conversely, altruism demonstrates a negative impact on employee performance. Despite employees' altruistic tendencies, their actions are not consistently linked to financial gains or other direct benefits, contributing to this negative impact.

It is suggested that future researchers expand upon this research by incorporating additional variables that influence employee performance, thereby enhancing the comprehensiveness of the outcomes.

References

- Abrori, I., & Rizki, V. L. (2022). Appreciation and Self-Actualization of Employee Performance at the Governance Secretariat, Jember District. *International Journal of Marketing & Human Resource Research*, 3(1), 1-8. <https://doi.org/10.47747/ijmhrr.v3i1.587>
- Affandi, P. (2018). *Human Resource Management*. Zanafa Publishing.
- Agustini, C. R., Rismansyah, R., & Hendri, E. (2023). The impact of Self-Efficacy and Locus of Control on Employee Performance at the Food Security and Livestock Service of South Sumatra Province. *Journal of Management: Small and Medium Enterprises (SMEs)*, 16(1), 19-26. <https://doi.org/10.35508/jom.v16i1.7756>
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). The impact of Competence and Emotional Intelligence on Employee Performance. *Journal of Business and Management Inspiration*, 2(1), 91. <https://doi.org/10.33603/jibm.v2i1.1064>
- Areffudin, Sulastini, & Maskur. (2023). Asian Journal of Management Entrepreneurship and Social Science The impact of Leadership, Work Discipline and Motivation on Employee Performance (research at PT. Kukar Sejahtera Dambaan Etam (Perseroda) Kutai Kertanegara Regency, East Kalimantan). *Ajmesec*, 3(3), 935-953. <https://ajmesec.com/index.php/ajmesec>
- Ariyanti, T. D., Maryam, S., & Sulistiyowati, L. H. (2021). The influence of servant leadership, training and motivation on the performance of employees of regional public companies. *Innovation*, 17(4), 817-827. <https://doi.org/10.30872/jinv.v17i4.10226>
- Balaskas, S., Panagiotarou, A., & Rigou, M. (2023). Impact of Personality Traits on Small Charitable Donations: The Role of Altruism and Attitude towards an Advertisement. *Societies*, 13(6). <https://doi.org/10.3390/soc13060144>
- Bandura, A. (1985). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Prentice Hall.
- Berliana, V. V., Noveria, S., & Lisa Harry, S. (2020). The impact of training and work environment on employee performance. *Journal of DIVERSIFICATION Management*, 12(2), 280-287. <https://doi.org/10.24127/diversifikasi.v1i2.563>
- Burhan, U. (2019). Self Efficacy, Self Actualization, Job Satisfaction, Organization Citizenship Behavior (Ocb), impact on Employee Performance. *Equilibrium: Scientific Journal of Economics*, 14(1), 44. <https://doi.org/10.24269/ekuilibrium.v14i1.1555>
- Cheah, S., Li, S., & Ho, Y. P. (2019). Mutual support, role breadth self-efficacy, and sustainable job performance of workers in young firms. *Sustainskill (Switzerland)*, 11(12), 1-17. <https://doi.org/10.3390/su11123333>

- Chen, M. (2019). A Mental Examination---utilizing Personality to forecast Happiness, Altruism and Health. *SHS Web of Conferences*, 60, 01006. <https://doi.org/10.1051/shsconf/20196001006>
- Cheng, M., Chen, M., & Liu, J. (2023). Confucianism and the altruistic behavior in the succession of family firms: evidence from asset write-downs. *China Journal of Accounting Studies*, 11(1), 29-54. <https://doi.org/10.1080/21697213.2023.2148955>
- Enelamah, N. V., & Tran, T. (2020). Dimensions of altruism behaviors among Americans in the general social survey. *Journal of Human Behavior in the Social Environment*, 30(2), 213-227. <https://doi.org/10.1080/10911359.2019.1673274>
- Erlina, L. (2020). Self-efficacy. In *POROS ONIM: Journal of Social Religion* (Vol. 1, Issue 2). <https://doi.org/10.53491/porosonim.v1i2.33>
- Farrell, L., Fry, T. R. L., & Risse, L. (2016). The significance of financial self-efficacy in describing women's personal finance behavior. *Journal of Economic Psychology*, 54, 85-99. <https://doi.org/10.1016/j.joep.2015.07.001>
- Fernando, M., & Nilakant, V. (2008). The place of self-actualization in workplace spirituality: Evidence from Sri Lanka. *Culture and Religion*, 9(3), 233-249. <https://doi.org/10.1080/14755610802535538>
- Hasan, H. (2023). impact of Organizational Culture on Organizational Learning, Employee Engagement, and Employee Performance: A research of Banking Employees in Indonesia. *Problems and Perspectives in Management*, 21(3), 471-482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
- Isa, M., & Indrayati, N. (2023). The role of work-life balance as mediation of the impact of work-family conflict on employee performance. *SA Journal of Human Resource Management*, 21, 1-10. <https://doi.org/10.4102/sajhrm.v21i0.1910>
- J. Philippe Rushton, R. D. C. and G. C. F. (1981). *Machine Translated by Google in altruistic behavior in numerous situations than is often thought, for example, that there is a feature of the existence of such an entity as 'altruistic personality', the majority would answer emphatically 'no'. Very Machine Tran.* 2, 293-302.
- Jonasson, H. I., & Ingason, H. T. (2022). utilizing altruism in project management education: How 'Doing Good' impacts student motivation. *Project Leadership and Society*, 3 (January 2021), 100038. <https://doi.org/10.1016/j.plas.2021.100038>
- Julian Calvin, E. (2023). Demographic Factors, Financial Self-Efficacy, and Financial Independence of Young Adults in Surabaya. *IJEED (International Journal of Entrepreneurship and Business Development)*, 6(6), 1181-1194. <https://doi.org/10.29138/ijeed.v6i6.2532>
- Kago, K., & Venkataraman, P. (2023). Possibility of conjunction among altruism and egoism. *Humanities and Social Sciences Communications*, 10(1), 1-5. <https://doi.org/10.1057/s41599-023-02163-2>
- Nguyen, P. H., Nguyen, D. N., & Nguyen, L. A. T. (2023). Quantitative insights into green purchase intentions: The interplay of health consciousness, altruism, and sustainskill. *Cogent Business and Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2253616>
- Pavai, P. S., Geetha, K., Vigneshwari, J., & Suganthi, L. M. (2020). Investigation of relation among decision making and Self-Actualization. *Materials Today: Proceedings*, 37(Part 2), 785-788. <https://doi.org/10.1016/j.matpr.2020.06.002>
- Priscilla, Y. G., Maharani, D., & Muchsinati, E. S. (2024). Analysis of the Influence of Motivation, Work Environment, Workplace Spirituality, and Leadership Style on Organizational Citizenship Behavior (OCB), with Job Satisfaction as a Mediating Factor, among Employees in Beauty Clinics in the City of Batam. *International Journal of Business, Economics, and Social Development*, 5(1), 54-63. <https://doi.org/10.46336/ijbesd.v5i1.550>
- Robbins, S. P., & Coulter, M. (2010). *Management*. Jakarta Prenhallind.
- Rohman, F., Noermijati, N., Soelton, M., & Mugiono, M. (2022). Model of altruism in improving organizational performance in social welfare institutions ministry of social affairs of the republic of Indonesia. *Cogent Business and Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2151678>
- Şentürk, F. K., & Erkubilay, C. (2020). The impact of Altruism Behavior, Peer Support and Leader Support on Employee Voice1. *Journal of Business Research - Turk*, 12(2), 1820-1833. <https://doi.org/10.20491/isarder.2020.946>
- Sidiki, S. N., & Maqsood, A. (2008). An Exploratory research on Employee Engagement in the Banking Sector of Pakistan: A Case research of Bank AlFalah. *JISR Management and Social Sciences & Economics*, 6(1), 2-5. <https://doi.org/10.31384/jisrmsse/2008.06.1.1>

- Singh, Y., Scholar, P. D., Singh, D., & Associate, J. (2024). *Life Satisfaction in Relation to Self-Esteem, Self-Efficacy and*. 04(01), 707-714.
- Sorokoumova, G. V., Egorova, T. E., Kostina, O. A., Tikhonina, S. A., & Nikonov, G. A. (2021). Development of psychological culture as a condition for impactful personal self-actualization. *SHS Web of Conferences*, 122, 06001. <https://doi.org/10.1051/shsconf/202112206001>
- Sugiyono. (2014). *Quantitative Research Methods, Qualitative, and R&D*. Alfabeta. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=911046>
- Sulistiyowati, L. H., & Agustina. (2021). The impact of Training and Work Motivation as Intervening Variables in Improving Performance. *Journal of Management*, 13(1), 97-102. <http://journal.feb.unmul.ac.id/index.php/JURNALMANAJEMEN/article/view/8342>
- Tsang, S. K. M., Hui, E. K. P., & Law, B. C. M. (2012). Self-efficacy as a favorable youth development construct: A conceptual review. *The Scientific World Journal*, 2012 (April 2012). <https://doi.org/10.1100/2012/452327>
- Wahyudi, H. D., Hermawan, A., & Suharsono, N. (2024). The Influence of Entrepreneurial Self-Efficacy And Perceived Attractiveness On Entrepreneurial Intention: The Moderating Role Of Learning Orientation. *Asian Journal of Management Entrepreneurship and Social Science*, 04(01), 203-222. <https://ajmesc.com/index.php/ajmesc>