

COGNITIVE ABILITY, INTRINSIC MOTIVATION, AND SELF-EFFICACY TOWARDS EMPLOYEE'S PERFORMANCE

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Article

Information

Received: November 2022

Accepted: March 2022

Published: March 2022

Keywords:

Cognitive ability, intrinsic motivation, self-efficacy, employee performance

Abstract

This study aimed to analyze cognitive abilities, intrinsic motivation, and self-efficacy towards the employee's performance of PT. Bank Danamon Sub Branch Office Sutomo, Medan. This study used quantitative methods with several tests namely classical assumption test, multiple linear regression, hypothesis testing and R^2 test. Partially, the t_{count} value of this study is 3.28 and it is known that the cognitive ability variable (X_1) has a t_{table} of 1.70. When compared with t_{count} , the result was $3.28 > 1.70$, so it can be concluded that the cognitive ability variable (X_1) has a positive and significant effect on the employee performance variable (Y). The intrinsic motivation variable (X_2) has a t_{count} of 2.53. When compared with t_{table} , the results were $2.53 > 1.70$, so it can be concluded that the intrinsic motivation variable (X_2) has a positive and significant effect on the employee performance variable (Y). The self-efficacy variable (X_3) has a t_{count} of 4.63 and when compared with t_{table} the results were $4.63 > 1.70$, so it can be concluded that the self-efficacy variable (X_3) has a positive and significant effect on the employee performance variable (Y). Simultaneously, the variables of cognitive ability, intrinsic motivation, and self-efficacy have a positive and significant influence on employee performance. This means that the hypothesis in this study is accepted, as evidenced by the value of $F_{count} > F_{table}$ ($13,837 > 2,93$). Cognitive ability, intrinsic motivation, and self-efficacy have an influence on employee performance variables by 55.4%, while the remaining 44.6% was influenced by other variables not examined in this study

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ISSN: 2548-9909

1. Introduction

Banking is a business entity that is engaged in services that refers to the financial sector. Banking in Indonesia continues to grow rapidly, as can be seen from the growth of branch offices in each region. Related to this, of course, adequate human resource management is needed. Human resource management possibly have an influence on the skills, abilities, behavior and knowledge possessed by every employee in a company, and can also affect the appearance of a company, (Govand, et al., 2021:45). Human resources have an important role in achieving company goals, for some companies, employee performance can be used as a benchmark that determines the company's success. Individual performance can be influenced by several factors, one of which is the employee's cognitive abilities. Cognitive ability can be defined as a person's ability to acquire and apply the knowledge he has in solving problems (Intan, 2015:67). At PT. Bank Danamon Sub-Branch Office Sutomo, Medan, there are several problems related to cognitive abilities, namely employees who are not able to apply their knowledge in solving problems occurred, this can be seen when serving customers who have problems, these employees lack work alertness in helping customers by asking for help from other employees who are more experienced. Some employees are also less able to do different jobs at the same time.

In addition to cognitive abilities, employee performance can also be influenced by motivational factors. For the sake of creating good employee performance, every employee needs motivation given continuously from his superiors, so employees will be more motivated to improve their performance. Intrinsic and extrinsic motivation is very important for every employee, whether working in the industry or the banking sector. In this case, management needs to pay more attention to providing motivation to its employees in improving employee performance and company productivity, (Shah, et al., 2018:511). At PT. Bank Danamon Sub Branch Office Sutomo, Medan has problems related to intrinsic motivation. Some employees are still less motivated in terms of self-development, so that it can make less exploration of employees' potential that exists within themselves, such as personality, attitude, experience, skills and environment that also affects the employee's performance.

Self-efficacy can also be one of the factors that can affect employee performance in a company. Self-efficacy is a person's psychological

state that can be improved through the encouragement given by the leadership to increase employee involvement in a company (Zeeshan, et al., 2021:1). Self-efficacy beliefs are able to increase motivation, emotional, cognitive, and ability to make decisions, (Bandura's opinion cited by Zeehsan, et al., 2021:4). Each employee has different self-efficacy, employees who have high self-efficacy will have a sense of optimism at work, so that he can complete his work well, and then this will have a positive influence on employee performance. At PT. Bank Danamon Sub Branch Office Sutomo Medan also has problems related to self-efficacy. The existence of employees who lack confidence in their abilities, even though these employees have good abilities when doing work, but these employees still feel that the works they produce are not optimal.

Cognitive ability is a general intelligence possessed by an individual, which consists of various things that are correlated, including the speed of understanding information, memory, and spatial and verbal abilities, (Nilsen, et al., 2020:1). In the opinion of Hunter and Schmidt quoted by Van Iddekinge, et al., (2018: 250) Cognitive ability is the ability to process, understand, and learn mentally received information. Kaswan (2017:26-27) states that cognitive ability can be measured through several dimensions which include: 1) Verbal understanding, indicators: ability to use spoken language, and ability to use written language, 2) Quantitative ability, indicators: speed in solving problems, and accuracy in solving problems related to mathematical calculations. 3) The ability to reason or think, the indicator: a person's ability to find solutions to problems related to his work.

An action that can increase a satisfaction sense related to the desired basic psychosomatic needs for professional competence and improve the performance produced by employees, is defined as intrinsic motivation, (Kalhor, et al., 2017:122). In the opinion of Shah, et al., (2018:511) intrinsic motivation is an important aspect that can increase work motivation and the employees desire to remain loyal to the organization. Intrinsic motivation can be measured through several dimensions, including: 1) responsibility, the indicator: the amount of responsibility in carrying out the task. 2) achievement, indicators: prioritizing the achievement of each job. 3) the work itself, the indicators: have a feeling of pleasure at work. 4) rewards, indicators: feedback on their work. 5) opportunity to develop, the indicators: have clear goals in accordance with predetermined targets, (Ardana and Mujiati, 2012:196).

Sharif and Raza (2017:7) defines self-efficacy as self-assessment on the ability to achieve a certain job or achieve a goal. Zeehsan, et al., (2021:4), argues that self-efficacy is the belief that individuals have regarding their ability to do work based on their personal competence. According to Ainia (2021:5) self-efficacy can be measured through several indicators, including: 1) Self-confidence to be able to complete certain tasks, 2) Confidence to be able to motivate oneself to take the necessary actions in completing tasks, 3) Self-confidence to be able to try, 4) Self-confidence to be able to survive in the face of difficulties, 5) Self-confidence to be able to solve problems in various situations.

According to Bose, (2018:72), employee performance is defined as the ability of an employee to carry out his duties and responsibilities. Employee performance is also associated with results, achievements, and collective efforts and behaviors that are relevant to organizational goals that are controlled by employees. Performance can be measured through several indicators, including: 1) Quality, indicators: employees minimize errors at work, 2) quantity, indicators: can meet work targets, 3) cooperation, indicators: every employee is able to work well together, employees can help each other when doing a job, 4) reliability, indicators: employees can be relied on in carrying out their work, Erri and Fajrin (2018: 79).

2. Methods

In this study, the populations were all employees of PT. Bank Danamon Sub Branch Office Sutomo Medan, as many as 32 employees. The sampling technique in this study used saturated sampling, which makes the entire population the research sample.

The types and sources of data in this study were primary data, in the form of distributing questionnaires directly to employees, and also conducting interviews with employees at PT. Bank Danamon Sub Branch Office Sutomo, Medan. The research analysis technique used quantitative methods, which is a research method to examine a particular population or sample. Some of the analytical techniques in this study including: 1) Classical assumption test consisting of several tests, namely: normality test, heteroscedasticity test, and multicollinearity test. 2) Multiple linear regression test using linear equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$ with: Y= Employee Performance; a= Constant; b_1, b_2, b_3 = Coefficient of each variable; X_1 = Cognitive Ability; X_2 = Intrinsic Motivation; X_3 = Self

Efficacy. 3) Hypothesis testing, consists of the t test (partial) which was used to analyze the partial effect between the independent variable and the dependent variable, and the F (simultaneous) test which was used to analyze the simultaneous effect of the independent variable on the dependent variable. 4) The coefficient of determination was used to measure the model's ability to explain variations in the dependent variable.

3. Results and Discussions

3.1. Results

The validity test in this study was conducted on 30 samples from PT. Bank Mandiri Sub Branch Office Deli Serdang, Galang, North Sumatra.

Table 1. Validity Test Result

Indicator	Correlation	Criteria	Information
		Sig	
X _{1.1}	,833	0.5	Valid
X _{1.2}	,516	0.5	Valid
X _{1.3}	,862	0.5	Valid
X _{1.4}	,755	0.5	Valid
X _{1.5}	,862	0.5	Valid
X _{2.1}	,919	0.5	Valid
X _{2.2}	,660	0.5	Valid
X _{2.3}	,757	0.5	Valid
X _{2.4}	,743	0.5	Valid
X _{2.5}	,919	0.5	Valid
X _{3.1}	,684	0.5	Valid
X _{3.2}	,765	0.5	Valid
X _{3.3}	,633	0.5	Valid
X _{3.4}	,587	0.5	Valid
X _{3.5}	,538	0.5	Valid
Y.1	,641	0.5	Valid
Y.2	,758	0.5	Valid
Y.3	,903	0.5	Valid
Y.4	,779	0.5	Valid
Y.5	,696	0.5	Valid

Description: *Sig Criteria < 0.5

Source: Research Results, 2021

The reliability test in this study uses an alpha coefficient with a value > 0.6.

Table 2. Reliability Test Result

Indicator	Croanbach Alpha (CA)	Information
Cognitive Ability	.746	Reliable
Intrinsic Motivation	.794	Reliable
Self Efficacy	.757	Reliable
Employee performance	.798	Reliable

Description: *Criteria CA > 0.6.

Source: Research Results, 2021

Table 1 and Table 2 show that all statement items are valid and reliable. The next test used the classical assumption test with normality. The normality test of this study is loaded on the P-Plot Graph:

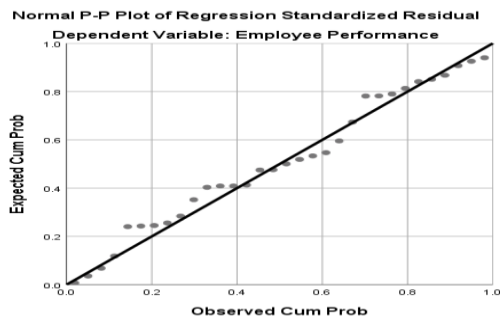


Figure 1. P-Plot Graph of Normality Test
Source: Research Results, 2021

Graph 1 shows that the regression model in this study was normally distributed, it can be seen from the residual points of the regression model that spread along the diagonal line. Another classic assumption test was analyzed by multicollinearity test. The results of the multicollinearity test in the study are listed in Table 3:

Table 3. Multicollinearity Test Results

Model	Coefficients ^a		Collinearity Statistics	
	Sig.	Tolerance	VIF	
1 (Constant)	.029			
Cognitive Ability	.003	.942	1.062	
Intrinsic Motivation	.017	.956	1.046	
Self Efficacy	.000	.980	1.021	

a. Dependent Variable: Employee Performance
Description: *p< 0.05.
Source: Research Results, 2021

Table 3 shows that the three independent variables have a VIF value < 10 and a tolerance value > 0.1, which means that the data in this study did not experience multicollinearity. Classical assumption testing with heteroscedasticity test in this study can be contained in Figure 2:

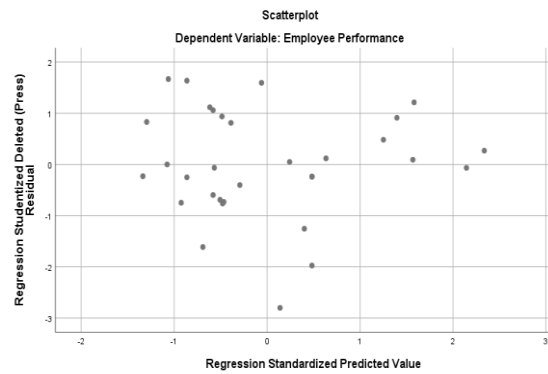


Figure 2. Scatterplot Graph
Source: Research Results, 2021

Based on Figure 2, it can be stated that the data from this study spread above and below the number 0 on the Y axis, and did not form a clear pattern, thus it was stated that the data did not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 4:

Table 4. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	B	Std Error	Beta	t	Sig.
1 (Constant)	.948	1.953		.485	.029
Cognitive Ability	.425	.129	.406	3.284	.003
Intrinsic Motivation	.470	.185	.311	2.538	.017
Self Efficacy	.668	.144	.561	4.634	.000

Description: *p< 0.05.
Source: Research Results, 2021

Table 4 explained that the B value on Cognitive Ability (B1) is 0.425. The value of Intrinsic Motivation (B2) is 0.470. The self-efficacy value (B3) is 0.668 and the constant value (a) is 0.948 which indicates that the variables of cognitive ability, intrinsic motivation, and self-efficacy have a positive direction coefficient on employee performance.

In testing the research hypothesis can be used t test. This test was conducted to analyse the effect of the independent variables, namely cognitive ability (X₁), intrinsic motivation (X₂), self-efficacy (X₃) partially on the dependent variable, namely employee performance (Y). The basis for making decisions on the t-test were: If $t_{count} > t_{table}$, then H_a was accepted and H_o was rejected, meaning that cognitive ability, intrinsic motivation, and self-efficacy have a positive and significant effect on employee performance. If $t_{count} < t_{table}$, then H_a was rejected and H_o was accepted, meaning that cognitive ability, intrinsic motivation, and self-efficacy have no positive and significant effect on

employee performance. In determining the value of t_{table} , the following equation can be used: $df = n - k - 1 = 32 - 3 - 1 = 28$. After calculating using this equation, the value of t_{table} was 1.70. The results of the t test can be seen in Table 5:

Tabel 5. T-Test Results

Model	Coefficients ^a				
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.948	1.953		.485	.029
Cognitive Ability	.425	.129	.406	3.284	.003
Intrinsic Motivation	.470	.185	.311	2.538	.017
Self-Efficacy	.668	.144	.561	4.634	.000

a. Dependent Variable: Employee Performance
Description: * $p < 0.05$
Source: Research Results, 2021

Table 5 showed that cognitive ability (X_1) has a value of t_{count} (3.28) $> t_{table}$ (1.70) which means H_a was accepted and H_o was rejected. While the significant value was smaller than the probability value of 0.05 or a significant value of 0.003 < 0.05 . Thus, it can be concluded that the cognitive ability variable (X_1) has a positive and significant effect on employee performance. Intrinsic motivation (X_2) has a value of t_{count} (2.53) $> t_{table}$ (1.70) which means H_a was accepted and H_o was rejected. While the significant value was smaller than the probability of 0.05 or 0.017 < 0.05 . Thus, it can be concluded that intrinsic motivation (X_2) has a positive and significant effect on employee performance. Self-efficacy (X_3) has a value of t_{count} (4.63) $> t_{table}$ (1.70) which means H_a was accepted and H_o was rejected, while the significant value was less than the probability of 0.05 or 0.000 < 0.05 . Thus, it can be concluded that self-efficacy (X_3) has a positive and significant effect on employee performance.

The F test was conducted to test the independent variables, that is cognitive ability (X_1), intrinsic motivation (X_2), and self-efficacy (X_3) simultaneously having a significant relationship or not to the dependent variable, that is employee performance (Y). The basis for decision making for the F test was: If $F_{count} > F_{table}$, then H_a was accepted and H_o was rejected, meaning that cognitive ability, intrinsic motivation, and self-efficacy have a positive and significant effect on employee performance. If $F_{count} < F_{table}$, then H_a was rejected and H_o was accepted, meaning that cognitive ability, intrinsic motivation, and self-efficacy have no positive and significant effect on employee performance.

In for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 3;$

$32 - 3 = 3; 29$. After calculating using this equation, $F_{table} = (3; 29 - 3)$, the value of F_{table} was 2.93. The results of the F test in this study can be seen in Table 6:

Tabel 6. F Test Results

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	151.388	3	50.463	13.837	.000 ^p
Residual	102.112	28	3.647		
Total	253.500	31			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Self Efficacy, Intrinsic Motivation, Cognitive Ability
Description: * $p < 0.05$
Source: Research Results, 2021

Table 6 showed the F_{count} value of 13,837 $> F_{table}$ 2.93 with a significance value of 0.000 < 0.05 . From these results, it can be concluded that cognitive ability (X_1), intrinsic motivation (X_2), and self-efficacy (X_3) simultaneously have a positive and significant effect on employee performance (Y).

The coefficient of determination was conducted to analyze the contribution of the influence of the independent variables, which are cognitive ability (X_1), intrinsic motivation (X_2), and self-efficacy (X_3) on the dependent variable, namely employee performance (Y). If the coefficient value of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be seen in Table 7:

Table 7. Coefficient of Determination Test Results

	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.554	1.910

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Intrinsic Motivation, Cognitive Ability
Description: * $p < 0.05$
Source: Research Results, 2021

The coefficient analysis of determination in Table 7 showed that the Adjusted R Square value of 0.554 means that employee performance can be explained by the variables of cognitive ability, intrinsic motivation, and self-efficacy of 55.4%.

3.2. Discussion

Cognitive ability is needed to perform the tasks performed by employees of PT. Bank Danamon Sub Branch Office Sutomo, Medan. Employees who have cognitive abilities will be able to improve the ability to connect knowledge with experience or information related to work. The the t-test results of the cognitive ability variable (X_1) have a t_{count} value (3.28) $>$ t_{table} value (1.70) which means H_a was accepted and H_o was rejected, with a significantly smaller value than the probability value of 0.05 or $0.003 < 0.05$, thus it can be stated that the cognitive ability variable has a positive and significant effect on employee performance at PT. Bank Danamon Sub Branch Office Sutomo, Medan. According to Robbins (2016: 35) Cognitive ability refers to an individual's current capacity to perform various tasks in a worker. This is in line with the research conducted by Soetadji (2011) with the title "The Influence of Leadership Behavior, Cognitive Ability, and Job Satisfaction, on Employee Performance", based on the results of the analysis, the results show that cognitive ability has a positive and significant effect on employee performance.

The intrinsic motivation of employees of PT. Bank Danamon Sub Branch Office Sutomo, Medan will produce high quality and quantity of work, timely completion of tasks, and meet challenges to increase self-potential or skills. This can happen because of the encouragement from within the employee in measuring the limits of ability or achieving a target to be achieved by the company. Intrinsic motivation (X_2) has a value of t_{count} (2.53) $>$ t_{table} value (1.70) which means H_a was accepted and H_o was rejected, with a significant value less than the probability value of 0.05 or $0.017 < 0.05$. It can be stated that the intrinsic motivation variable (X_2) has a positive and significant effect on employee performance at PT. Bank Danamon Sub Branch Office Sutomo, Medan. This is in line with research conducted by Akbar (2012) with the title The Effect of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT. Nusantara XII Plantation Surabaya. Based on the results of the analysis, it was found that intrinsic motivation has a positive and significant effect on employee performance, because the t_{count} value for the Intrinsic Motivation variable (X_1) is greater than t_{table} (5,440 $>$ 1,972) or the significance value is smaller than alpha 5% (0.000).

Employees who have high self-efficacy will be able to do work with actual abilities. Employees will also have a confident attitude to take work with high intensity in achieving good work results. Of course, this is related to the level of

confidence to achieve success in carrying out the tasks to be completed. Self-efficacy (X_3) has a value of t_{count} (4.63) $>$ t_{table} value (1.70) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$, it can be stated that the self-efficacy variable (X_3) has a positive and significant effect on employee performance at PT. Bank Danamon Sub Branch Office Sutomo, Medan. This is in line with Wastuti's research, entitled Self-Efficacy on Employee Performance of the Tirtanadi Water Treatment Plant in the Sunggal Water Treatment Plant with research results showing that there was a significant influence between self-efficacy on employee performance. The higher the self-efficacy, the better the employee's performance, and conversely the lower the self-efficacy, the worse the employee's performance. Based on the results of this study, the proposed hypothesis is accepted.

Analysis of the research with the F test, obtained the value of F_{count} of 13.837 $>$ F_{table} 2.93 with the value of sig. $0.000 < 0.05$. From these results it can be concluded that cognitive ability, intrinsic motivation, and self-efficacy simultaneously have a positive and significant impact on employee performance at PT. Bank Danamon Sub Branch Office Sutomo, Medan. The role of cognitive abilities, intrinsic motivation, and self-efficacy becomes very important for companies, because they can improve employee performance to make companies able to compete in the business world.

4. Conclusion

The results of the partial and simultaneous test, cognitive ability, intrinsic motivation, and self-efficacy have a significant effect on the direction of a positive relationship on employee performance at PT. Bank Danamon KCP Sutomo, Medan. The theoretical implication of this study showed that self-efficacy has the most dominant and significant influence in the direction of a positive relationship on employee's performances. This proved that the self-efficacy of employees of PT. Bank Danamon KCP Sutomo, Medan has an important role to create and achieve competitive advantage that is focused on the belief in the ability to act and determine the company's goals. The existence of self-efficacy in employees will create adjustment mechanisms, personal abilities, and also experience to implement work in achieving company success.

The practical implications of this research can be useful for policy makers, that are managers of PT. Bank Danamon KCP Sutomo,

Medan in encouraging employee performance improvement through Cognitive Ability, Intrinsic Motivation, and Self-Efficacy. Employees who are always willing and focus to push themselves to achieve work goals with a higher intensity can be seen from:

1. Employees who work seriously and focus in working.
2. Employees do not complain about conducting their obligations with full responsibility.
3. Employees understand their role and are willing to accept any given task.
4. Employees produce quality work and complete work on time and
5. Employees deepen their work and pursue it to improve their skills.

Acknowledgements

Gratitudes are addressed to Universitas Muslim Nusantara Al Washliyah Medan, Indonesia, Universitas Labuhanbatu, North Sumatra, Politeknik Negeri Batam and also PT. Bank Danamon Sub Branch Office Sutomo, Medan

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