

The Role of Social Support and Self Efficacy on Employee Performance Through Intrinsic Motivation at Bank Indonesia

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Abstract. *Research Results 1) Social support has a positive and significant effect on intrinsic motivation, this means that the social support that employees get from colleagues or superiors can create a safe and comfortable work environment so that employees feel accepted and supported, this can increase employee intrinsic motivation; 2) Self-efficacy has a positive and significant effect on intrinsic motivation, this means that when employees have high self-efficacy, they believe in their ability to succeed, so that employees are more intrinsically motivated to work and complete their tasks; 3) Social support has a positive and significant effect on employee performance, this means that when employees feel supported by their work environment, it will make the employee feel safer, more comfortable and happier in carrying out their duties. This has an impact on improving performance both in terms of quality and quantity of work; 4) Self-efficacy has a positive and significant effect on employee performance, this means that employees with high self-efficacy will feel more confident in facing tasks, taking initiatives, and not giving up easily when facing difficulties, which ultimately has an impact on improving their performance; 5) Intrinsic motivation has a positive and significant effect on employee performance, this means that intrinsically motivated employees are more likely to be actively involved in their work, look for ways to improve the quality of work, and feel responsible for the results of their work; 5) Intrinsic motivation is able to mediate the positive and significant influence of social support and self-efficacy on employee performance, this means that employees who receive social support from the work environment coupled with a sense of confidence that they are able to complete tasks (high self-efficacy) will be more motivated to work hard, overcome obstacles, and ultimately complete the task successfully (high employee performance).*

Keywords: Bank Indonesia; Employee Performance; Self Efficacy; Social Support; Intrinsic Motivation.

1. Introduction

Performance is a crucial aspect because its benefits have been proven to be significant. A company expects employees to work diligently to the best of their abilities to achieve satisfactory results. Without good performance, success will be difficult to achieve. Performing a job without serious effort can lead to suboptimal employee productivity. Therefore, employees must possess skills in their respective fields of work, as skills boost productivity and are an important tool for maximizing employee productivity. Each employee must possess skills in their respective fields that are relevant to their work in order to provide the best for a company.

All activities undertaken to improve the business of an organization or company are demonstrated through efforts to achieve performance. Human resources that meet company expectations are a vital asset because they contribute to the company's progress. Successfully achieving superior performance requires the strategic role of employees as actors in every company activity. Therefore, companies need to closely monitor employee performance to ensure compliance with standards and deliver results as expected. Continuous efforts to develop employee performance are a challenge for managers. This plays a crucial role in streamlining company activities in every work process (Munir et al., 2023).

Performance is a description of the level of achievement of the implementation of an activity/policy program in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic scheme (Darmasaputra, 2013). Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization to be able to provide satisfactory services. Therefore, efforts to improve employee performance are the most serious challenge because the success of achieving goals and the survival of the company depends on the quality of the performance of the human resources within it. In addition, performance can also be interpreted as a result and effort of a person achieved through the existence of abilities and actions in certain situations.

Employee performance is the answer to the success or failure of established organizational goals. Performance can be used to measure the level of achievement or policies of individuals or groups. The success or failure of organizational goals depends on how the performance process is implemented. Measuring the performance of public organizations is important because it serves as a benchmark for improving the organization's performance in the future (Rini & Enzovani, 2017).

Based on the author's observations, performance issues at Bank Indonesia in Jakarta have been characterized by declining performance and a tendency toward instability. The 2020-2024 report will be presented as the initial research phenomenon.

Based on the percentage of employee performance assessment results at the Bank Indonesia Jakarta office has not met expectations, which was a very good 90%. Furthermore, from 2020 to 2024, the performance percentage tended to fluctuate unstable, but in 2021 it decreased. In terms of work quantity, employees are expected to achieve pre-planned targets. The achievement of these employee targets can be seen from the results of the Employee Performance Targets (SKP) assessment. This SKP assessment will be used as a quantity assessment by the Bank Indonesia office. Quantity is the amount of work an individual can complete in one workday. Quality is employee compliance with procedures, discipline, and dedication to the organization.

One important factor in improving employee performance is social support. Social support is an essential feature of the workplace because a good relationship is needed between employees and leaders. Social support is also a social, emotional, cognitive, and behavioral process that occurs in personal relationships, where individuals feel they are receiving assistance in solving problems they face (Annisa et al., 2022). Social support is the assistance or support an individual receives from certain people in their life. Being in a certain social environment makes the recipient feel cared for, appreciated, and loved. However, people who receive social support from others usually only view the attention from others as support for them. In other words, this social support is perceptive or dependent on this perception of the availability of support sources (Nurhabiba, 2020).

One important factor in improving employee performance is self-efficacy. Self-efficacy is essential for employees, as it enhances their ability to perform assigned tasks, ensuring optimal company performance and improving employee performance. Employees with high self-efficacy tend to be confident in their work. Self-efficacy is an individual's belief in their ability to carry out and organize assigned tasks to achieve a goal (Priyantono, 2017). Self-efficacy is more about an individual's assessment of their abilities. The importance of self-efficacy will influence the effort required and ultimately be reflected in employee performance (Noviawati, 2019).

The phenomenon of self-efficacy at Bank Indonesia shows that some employees still feel less concerned about meeting their targets, believing that if they achieve this month's target, the company will raise their target for the following month. However, if employees achieve their targets, they receive incentives on the 10th of each month. According to Ary and Sriathi (2019), self-efficacy significantly impacts employee performance. Harjono et al. (2015) explain that self-efficacy directly impacts performance. However, Prasetya (2023) and Noviawati (2016) explain that self-efficacy does not impact individual performance.

In addition to social support and self-efficacy, motivation is also a factor that needs to be considered, this is because work motivation can affect performance. Motivation is the enthusiasm or drive within a person to do work to achieve a goal that can positively influence company performance (Edward, 2022). Motivation consists of intrinsic motivation and extrinsic motivation. The growth of motivation that occurs within employees (intrinsic motivation) is fundamental or fundamental in the direction of the process of achieving human resource management goals, which is in the form of optimal employee performance (Dwikowati, 2019). Intrinsic motivation can influence employee activities in terms of achievement, rewards, responsibility and promotion through communication, both individually and in groups, towards achieving organizational goals (Widiawaty, Rajindra & Kadir, 2022). Usually, intrinsically motivated employees are more easily motivated to take action, they can even motivate themselves without needing to be motivated by others, all of this happens because there are certain principles that influence them (Mardianty et al, 2023).

This study incorporates work motivation as a solution to this research gap. The inclusion of work motivation as a mediator is based on previous research demonstrating that work motivation influences employee performance (Susila, 2021; Febriyanto, Chamariyah & Subijanto, 2022; Haryanto, Samalelo & Hellyani, 2023).

2. Research Methods

In this study, all research results are presented in numerical form and then analyzed using statistics. Therefore, the approach used in this study is quantitative. Quantitative research emphasizes the measurement and analysis of cause-and-effect relationships between various variables, rather than the process itself. The investigation is viewed within a value-free framework (Handayani et al., 2020).

Based on the research objectives that have been set, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables being studied.(Umar, 2019)The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on dependent variables, namely the role of social support and self-efficacy on employee performance through work motivation at Bank Indonesia.

3. Results and Discussion

3.1. Direct Influence

The direct influence in this study includes the influence of social support on intrinsic motivation, the influence of self-efficacy on intrinsic motivation, the influence of social support on employee performance, the influence of self-efficacy on employee performance and the influence of intrinsic motivation and linking it to existing theories.

1. The Influence of Social Support towards Intrinsic Motivation

The research results show that social support has a significant positive effect on intrinsic motivation. This means that the higher the level of social support employees receive, the greater their intrinsic motivation to work. Social support in this study refers to the support

Bank Indonesia employees receive from their work environment, including colleagues, superiors, and the company as a whole. This support can take the form of emotional, instrumental, informative, or reward support.

The results of this study are in line with research conducted by (Yudita & Rossanty, 2021) found that social support influences employee motivation, enabling employees to fulfill their responsibilities effectively and meet expectations. Research (Ningsih et al., 2021) also shows a relevant finding: the higher the social support an employee receives, the higher their motivation.

Social support plays a crucial role in triggering and maintaining intrinsic motivation among Bank Indonesia employees. This is because strong social support can provide employees with a sense of security, comfort, and appreciation, helping them overcome work challenges, boosting self-confidence, and creating a more positive work environment, all of which contribute to increased intrinsic motivation. Furthermore, social support can increase employees' sense of attachment and engagement with their work. When they feel valued and supported, they tend to be more motivated to actively contribute and achieve shared goals, which is part of intrinsic motivation.

2. The Influence of Self-Efficacy towards Intrinsic Motivation

The research results show that self-efficacy has a significant positive effect on intrinsic motivation. This means that the higher an employee's belief in their abilities, the more likely they are to be intrinsically motivated to perform a task. High self-efficacy makes employees believe they can complete tasks well and achieve desired results. This belief encourages employees to set challenging goals and strive to achieve them.

Self-efficacy High self-efficacy among Bank Indonesia employees can increase intrinsic motivation. This is because belief in one's ability to succeed at tasks will trigger self-confidence, enthusiasm, and an internal drive to achieve work goals, rather than relying solely on external rewards. Furthermore, high self-efficacy influences employee behavior. They tend to be more willing to take risks, be more persistent in facing challenges, and be more focused on their tasks. All of these behaviors motivate employees to overcome obstacles and achieve success.

Research conducted by (Satria, 2022) shows that individuals with high self-efficacy tend to have high intrinsic motivation, with individuals not giving up and always striving harder. Research conducted by (Noviawati, 2016) states that the higher an employee's self-efficacy, the higher their motivation.

3. The Influence of Social Support on Employee Performance

The research results show that social support has a significant positive effect on employee performance. This means that the higher the level of social support employees receive, the better their performance. Social support from coworkers, superiors, or the organization as a whole can positively impact various aspects of employee performance. This social support can take the form of emotional support, instrumental support (practical assistance), or information that helps employees overcome challenges in the workplace.

Social support impacts Bank Indonesia's employee performance. This may be because employees who feel socially supported tend to be more motivated, productive, and have better mental health, which ultimately impacts performance. Furthermore, social support encourages better collaboration and teamwork, so employees who feel comfortable and supported are more likely to collaborate with colleagues to achieve common goals. With social support, employees feel more confident in expressing new ideas and contributing to innovation in the workplace.

Research conducted by (Lazim et al., 2020) shows that the higher the social support an employee receives, the higher their performance. This is in line with research conducted by (Muiz, 2022), which states that social support is a crucial factor in improving employee performance. This is because employee performance will be maximized when they receive social support from the work environment, including leadership, coworkers, and work conditions.

4. The Influence of Self-Efficacy on Employee Performance

The research results show that self-efficacy has a significant positive effect on employee performance. This means that the higher a person's belief in their ability to complete a task, the better their performance will be. Employees with high self-efficacy are more confident in completing tasks, more willing to take risks, and more persistent in the face of difficulties.

Self-efficacy, or confidence in one's abilities, positively influences the performance of Bank Indonesia employees because it helps them persevere and persevere when facing obstacles or failures at work. They don't give up easily and tend to seek solutions to overcome the problems they face. Employees with strong self-efficacy also tend to be more open to learning and self-development, thus increasing their self-confidence. This high self-confidence can encourage positive behaviors such as initiative, creativity, and better decision-making, which can significantly improve work performance.

Research conducted by (Pratomo, 2022) shows that self-efficacy influences employee performance, where employees with high self-efficacy feel confident and capable of completing all tasks and overcoming any obstacles. Syifa and Maharani (2022) in their research stated that employees with strong self-efficacy are correlated with increased performance, where employees can deliver satisfactory work results and help achieve desired organizational or company goals.

5. The Influence of Intrinsic Motivation on Employee Performance

The research results show that intrinsic motivation has a significant positive effect on employee performance. This means that when employees are motivated internally, they tend to perform better. Intrinsically motivated employees will seek ways to improve work processes out of curiosity and a desire to achieve better results, not out of fear of punishment or a desire for a bonus.

Intrinsic motivation, which originates from within employees, has a positive influence on Bank Indonesia's employee performance. This can be caused by intrinsic motivation being able to trigger creativity and innovation because employees feel freer to experiment and

find new solutions without pressure from external factors. In addition, intrinsic motivation encourages employees to work more carefully and strive to achieve the best results, because they feel the work is meaningful to them (work itself). Intrinsically motivated employees are also more resilient to challenges and difficulties in their work because they have a strong internal drive to keep moving forward. These things can create a more positive and productive work environment, which ultimately contributes to improving overall employee performance.

Research conducted by (Wedhu, Kurniawan & Muda, 2023) states that the higher an employee's intrinsic motivation, the higher their performance. Research conducted by (Widiawaty, Rajindra & Kadir, 2022) proves that intrinsic motivation can influence employee activities in terms of achievement, rewards, responsibility and promotion through communication, both individually and in groups, towards achieving organizational goals. Research (Mardianty et al, 2023) states that intrinsically motivated employees are more easily encouraged to take action, even they can motivate themselves without needing to be motivated by others, all of this occurs because there are certain principles that influence them.

3.2. Indirect Influence

The indirect influence in this study is the role of intrinsic motivation in mediating the influence of social support and self-efficacy on employee performance and linking it to existing theories.

1. The Role of Intrinsic Motivation in Mediating the Influence of Social Support on Employee Performance

The research results show that intrinsic motivation can mediate the significant positive effect of social support on employee performance. This means that the social support employees receive can trigger their intrinsic motivation, which in turn, significantly improves their performance. In other words, the social support employees receive can create a conducive environment for the growth of intrinsic motivation, and this intrinsic motivation is the primary driver of improved performance.

The existence of a role intrinsic motivation Regarding the influence of social support on employee performance at Bank Indonesia, it can be explained that employees feel supported by their team when facing challenging tasks. This support can take the form of encouragement, assistance in solving problems, or recognition for their efforts. This support can trigger intrinsic employee motivation, making them feel more interested in the tasks assigned, more confident in their abilities, and more motivated to work hard, be creative, and be dedicated to their work, ultimately improving their overall performance.

Research conducted by (Nurhabiba, 2020) demonstrated that intrinsic motivation plays a crucial role as a bridge between the influence of social support and employee performance. This aligns with research by Faturrohman et al. (2025) that identified the importance of social support in the workplace, not only in helping employees cope with work demands but

also in creating a sense of meaning and caring that can motivate employees to deliver their best performance.

Social support can come in the form of support from coworkers, superiors, or organizations, which can help employees feel more comfortable and motivated at work. Intrinsically motivated employees tend to perform better, be more productive, and be more satisfied with their jobs. Therefore, social support can have an indirect effect on employee performance through intrinsic motivation. Social support can increase employees' intrinsic motivation, which in turn can improve their performance. This suggests that the more social support employees receive, the higher their intrinsic motivation, which in turn improves their employee performance.

2. The Role of Intrinsic Motivation in Mediating the Influence of Self-Efficacy on Employee Performance

The research results show that intrinsic motivation can mediate the significant positive effect of self-efficacy on employee performance. This means that if an employee has high self-efficacy, this will increase their intrinsic motivation, which in turn will drive better employee performance.

Intrinsic motivation mediates the influence of self-efficacy on employee performance because high self-efficacy fuels intrinsic enthusiasm and interest in work. Employees with high self-efficacy tend to feel more capable and internally motivated to face challenges and achieve goals, ultimately improving their performance. For example, employees who believe they are capable of completing a large task will feel challenged and interested in doing it. The desire to prove their ability to complete the task successfully will encourage them to work harder and more creatively, resulting in better performance.

Research (Satria, 2022) shows that self-efficacy influences performance through employee motivation. High self-efficacy increases motivation, which in turn improves performance. Research conducted by (Pratomo, 2022) states that self-efficacy can encourage employees to increase their motivation, which in turn influences performance.

High self-efficacy can increase employees' intrinsic motivation because they feel confident they can perform their jobs well. High intrinsic motivation can improve employee performance because they feel motivated to perform well and achieve organizational goals. The higher an employee's self-efficacy, the higher their intrinsic motivation, which in turn improves their employee performance. Therefore, organizations can improve employee performance by enhancing their self-efficacy and intrinsic motivation.

4. Conclusion

Based on the results of the research that has been carried out, it can be concluded that: 1. Social support has a significant positive effect on intrinsic motivation, this means that the social support that employees receive from colleagues or superiors can create a safe and comfortable work environment so that employees feel accepted and supported, this can increase employees' intrinsic motivation. 2. Self-efficacy has a significant positive effect on intrinsic motivation, this means that when employees have high self-efficacy, they believe in

their ability to succeed, so that employees are more intrinsically motivated to work and complete their tasks. 3. Social support has a significant positive effect on employee performance. This means that when employees feel supported by their work environment, they feel safer, more comfortable, and happier in carrying out their duties. This results in improved performance in terms of both the quality and quantity of work. 4. Self-efficacy has a significant positive effect on employee performance, this means that employees with high self-efficacy will feel more confident in facing tasks, taking initiative, and not giving up easily when facing difficulties, which ultimately has an impact on improving their performance. 5. Intrinsic motivation has a significant positive effect on employee performance, this means that intrinsically motivated employees are more likely to be actively involved in their work, look for ways to improve the quality of their work, and feel responsible for the results of their work. 6. Intrinsic motivation able to mediate the significant positive influence of social support and self-efficacy on employee performance, this means that employees who receive social support from the work environment coupled with a sense of confidence that they are able to complete tasks (high self-efficacy) will be more motivated to work hard, overcome obstacles, and ultimately complete the task successfully (high employee performance).

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