
**THE EFFECT OF INTRINSIC MOTIVATION AND SELF-EFFICACY ON THE
NORMATIVE COMMITMENT OF CIVIL SERVANTS IN THE DEPARTMENT OF
COOPERATIVES, MICRO ENTERPRISES AND TRADE IN PONTIANAK CITY**

Dominikus Rendi Anggara¹

Universitas Muhammadiyah Pontianak, Pontianak, Indonesia

211310103@unmuhpnk.ac.id

Irfan Mahdi²

Universitas Muhammadiyah Pontianak, Pontianak, Indonesia

irfan.mahdi@unmuhpnk.ac.id



Abstract

Human resources are a vital element in carrying out organizational functions, including in government environments. This research is motivated by fluctuations in discipline and performance of Civil Servants (PNS) at the Office of Cooperatives, Micro Enterprises, and Trade of Pontianak City, which indicates the need to strengthen intrinsic motivation and self-efficacy as internal factors that play a role in employee normative commitment. The main problem in this study is whether there is an influence of intrinsic motivation and self-efficacy on the normative commitment of Civil Servants in the agency. The purpose of this study is to determine the effect of two independent variables, namely intrinsic motivation and self-efficacy, on the dependent variable, namely normative commitment. This study uses an associative quantitative method with a survey approach by distributing questionnaires to 55 Civil Servants as respondents. Data analysis was carried out using multiple linear regression with the help of SPSS software. The results of the study indicate that intrinsic motivation and self-efficacy have a positive and significant effect on normative commitment. Partially, intrinsic motivation has a significant effect with a coefficient of 0.365, while self-efficacy has a greater effect with a coefficient of 0.875. The coefficient of determination (R^2) of 0.502 indicates that the two independent variables contribute 50.2% to the normative commitment variable. Thus, increasing employee motivation and self-confidence can strengthen their normative commitment in carrying out organizational duties and responsibilities.

Keywords: Intrinsic Motivation, Self-efficacy, Normative Commitment

INTRODUCTION

The auspices of the Pontianak City Government, located at Jalan Alianyang No. 7C, Sungai Bangkong Village, Pontianak City District. The primary duties of this office, as outlined in Article 7 of Mayoral Regulation Number 121, Article 7 of 2021 concerning the Position, Organizational Structure, Main Duties, Functions, Job Descriptions, and Work Procedures of the Pontianak City Cooperatives, Micro Enterprises, and Trade Office, are: Assisting the Mayor in carrying out government affairs within the regional authority and assistance tasks in the fields of cooperatives, micro enterprises, industry, and trade.

Meanwhile, the functions of the Pontianak City Cooperatives, Micro Enterprises, and Trade Office are as follows:

1. Formulating policies in the fields of cooperatives, micro enterprises, industry, and trade.
2. Implementing policies in the fields of cooperatives, micro enterprises, industry, and trade.
3. Implementation of government affairs in the fields of cooperatives, micro-enterprises, industry, and trade.
4. Implementation of evaluation and reporting in the fields of cooperatives, micro-enterprises, industry, and trade.
5. Implementation of the administration of the Cooperatives, Micro-Enterprises, Industry, and Trade Office; and
6. Implementation of other functions assigned by the Mayor of Pontianak related to the duties and functions of the Cooperatives, Micro-Enterprises, Industry, and Trade Office.

In addition to the above main duties and functions, based on an interview with Ms. Lusi Eka Putri, A.Md. A.B., the Personnel Manager, there are several flagship programs of the Pontianak City Cooperatives, Micro-Enterprises, and Trade Office, namely empowerment of Micro, Small, and Medium Enterprises and training to improve the quality and capacity of human resources for entrepreneurs. Meanwhile, in an effort to support cooperatives in Pontianak, the office provides guidance and supervision of cooperatives and provides training to improve the capacity of cooperative human resources.

Civil Servants, Government Employees with Work Agreements (PPPK), and Non-PNS/PPPK personnel at the Pontianak City Cooperatives, Micro Enterprises, and Trade Office are required to register their attendance every workday using a fingerprint attendance device. Attendance is recorded twice daily: upon arrival at 7:15 a.m. and upon departure at 3:45 p.m.

This is to ensure that all employees maintain discipline at work from the time they arrive until their departure. For PPPK and non-PNS/PPPK personnel, fingerprints are used, while for PNS personnel, fingerprints and the HADIR app are used.

Civil Servant attendance is recorded using fingerprints and the HADIR app for both arrival and departure. Attendance for work must be completed on time, while attendance for departure must be completed during the departure time, not before the departure time. Through Fingerprint, Civil Servants do this by recording their fingerprints by placing one finger on the fingerprint sensor. This fingerprint attendance applies to all employees, whether civil servants (PNS), PPPK (Permanent Personnel), or honorary workers. For the HADIR application, Civil Servants take a selfie with the office or workspace as a background. Attendance with the HADIR application is only valid for Civil Servant (PNS) employees.

Table 1

**Number of Employees by
Field of Work 2025**

No	Field of Work	civil servant	PPPK	Non-PNS/PPP K	Amount
1	Head of Department	1	-	-	1
2	Secretary	1	-	-	1
3	General and Apparatus Section	4	3	5	12
4	Planning Sub-Section	3	-	-	3
5	Finance Sub-Section	5	-	-	5
6	Cooperatives and Micro Enterprises Sector	7	2	4	13
7	Trade Sector	7	-	-	7
8	Industrial Sector	4	1	-	5
9	Market Field	7	-	-	7
10	Market Business Services Unit	4	2	1	7
11	Legal Metrology Technical Implementation Unit	9	-	-	9
12	Traditional Market Technical Implementation Unit	4	-	31	35
Amount Employee		56	8	41	105

Source: Pontianak City Trade and Industry Office, 2025.

Table 1.1 shows that Civil Servants working at the Pontianak City Cooperatives, Micro Enterprises and Trade Service are divided into several work areas. Most of the Civil Servants in the agency work at the Legal Metrology Technical Implementation Unit, which is 9 or 16.07% of the total number of Civil Servants in the service, most of the Government Employees with Work Agreements (PPPK) work in the General and Apparatus Section, which is 3 people or 37.5% of the total number of PPPK in the service and most of the Non-PNS/PPPK workers work at the Traditional Market Technical Implementation Unit, which is 31 people or 75.61% of the total number of non-PNS/PPPK workers in the service.

Civil Servants, Employees Government Employees with Work Agreements (PPPK) and Non-PNS/PPPK employees at the Cooperatives, Micro Enterprises and Trade Office of Pontianak City are required to perform attendance every working day, using a fingerprint attendance device. *Attendance* is carried out twice a day, namely upon arrival at 07.15 WIB and upon leaving at 15.45 WIB. This is done to ensure that every employee who is present maintains discipline in working from the time they enter work hours until they leave.

Table 2
Civil Servant Absenteeism Rate
2022-2024

			Absence	Number	
--	--	--	---------	--------	--

Year	Working Day (HK)	Number of Employees	HK x JP	Sick leave	Important Reason Leave (Permit)	No Description (Alpha)	of Absenteeism	Absenteeism Rate (%)
2022	239	51	12,189	24	0	0	24	0.19
2023	261	49	12,789	29	5	0	34	0.26
2024	261	50	13,050	21	3	0	24	0.18

Source: Pontianak City Trade and Industry Office, 2025

Based on Table 1.2 above, it is known that the absenteeism rate of Civil Servants at the Pontianak City Cooperatives, Micro Enterprises, and Trade Office has increased over the past three years. In 2023, the employee absenteeism rate increased by 36.84%. Then, in 2024, it decreased by 30.77%. Several studies have examined the relationship between absenteeism and intrinsic motivation, self-efficacy, and normative commitment. According to Oliveira et al. (2023), job satisfaction is a motivating factor that can positively influence absenteeism, thereby reducing it.

According to Johnson et al. (2016), higher surface acting self-efficacy minimizes the detrimental impact of surface acting on absenteeism. According to Schalk (2011), commitment is associated with contemporaneous health complaints but does not predict future illness absence.

Regarding employee absences due to sick leave and leave for essential reasons, there are two mechanisms. First, for sick leave, sick employees can request permission as usual, either by phone, through a close friend who comes to the office in person, or via *WhatsApp*.

Table 3
Number of Civil Servants Late and Early Leavers
2022-2024

Year	Number of Late (Times)	Ups and down (%)	Number of Early Returns (Times)	Ups and down (%)
2022	10	-	1	-
2023	15	50	1	0
2024	7	(53.33)	0	(100)

Source: Pontianak City Trade and Industry Office, 2025

Based on Table 1.3 above, it is known that the number of late and early departures for Civil Servants at the Pontianak City Cooperatives, Micro Enterprises, and Trade Service has fluctuated over the past three years. In 2023, it increased to 50% and decreased by 53.33% in 2024. The number of early departures in 2023 did not increase, remaining the same as the previous year. Meanwhile, in 2024, no employees left early, a decrease of 100%.

Several studies have examined the relationship between adherence to work hours and intrinsic motivation, self-efficacy, and normative commitment. Wahidah *et al.* (2025) concluded that intrinsic motivation has a positive and significant impact on work discipline. Siregar (2016) concluded that self-efficacy contributes significantly to employee work discipline. Furthermore, Nurbiyati and Wibisono (2019) concluded that organizational

commitment, consisting of affective commitment, continuance commitment, and normative commitment, has an indirect effect on employee work discipline .

Table 4
Number of Civil Servants Based on Predicate Performance Work 2022-2024

Year	Number of Employees	Work Performance	Work Achievement Predicate
2022	51	Good	Employee work results are in accordance with expectations and employee work behavior is in accordance with expectations
2023	49	Good	Employee work results are in accordance with expectations and employee work behavior is in accordance with expectations
2024	56	Good	Employee work results are in accordance with expectations and employee work behavior is in accordance with expectations

Source: Pontianak City Trade and Industry Office, 2025

Based on table 1.4 above, it can be seen that in 2022, 2023 and 2024 the employee work performance value was categorized as "Good" with the work performance predicate "Employee work results are in accordance with expectations and employee work behavior is in accordance with expectations" .

There has been a change in performance assessments since 2022, and it remains in effect today. Performance assessments are no longer based on numbers and letters to determine employee performance. With the enactment of Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning the Management of Civil Servant Performance, the determination of Civil Servant performance ratings is based on the employee's performance quadrant.

Table 5
Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022
Employee Performance Assessment Predicates and Their Explanations

No.	Performance Predicate	Explanation
1	Very good	Employee work results are above expectations and employee work behavior is above expectations.
2	Good	<ol style="list-style-type: none"> 1. Employee work results are above expectations and employee work behavior is in accordance with expectations. 2. Employee work results are in accordance with expectations and employee work behavior is in accordance with expectations. 3. Employee work results are in accordance with expectations and employee work behavior is above expectations.

3	Need Repair	<ol style="list-style-type: none"> 1. Work result employees below expectations and behavior Work the above employees expectation. 2. Work result employees below expectations and behavior Work employee in accordance expectation .
4	Misconduct	<ol style="list-style-type: none"> 1. Work result the above employees expectations and behavior Work employees below expectation. 2. Work result employee in accordance expectations and behavior Work employees below expectation .
5	Very less	<ol style="list-style-type: none"> 1. Work result employees below expectations and behavior Work employees below expectation .

Source: Chapter V Attachment to Minister of Administrative and Bureaucratic Reform Regulation No. 6 of 2022.

Based on the data in Table 1.6 above, the number of TPP reductions fluctuates. In 2023, the number of TPP reductions decreased to 44.44% compared to the previous year, and in 2024, it increased by 10% compared to the previous year. This means that sanctions in the form of TPP reductions due to performance violations are showing a downward trend.

Sucipto and Rauf (2021) concluded that intrinsic motivation indirectly influences employee performance through work discipline. Sholikhin *et al.* (2023) concluded that self-efficacy significantly influences work discipline. Kuswanti *et al.'s* (2021) study concluded that normative commitment directly and significantly impacts work discipline.

One of the most important resources in any organization is human resources. The role of human resources in an organization is vital because they are the primary driver of all organizational activities, striving to achieve goals and maintain the organization's existence and sustainability. The success or failure of an organization in maintaining its existence begins with human resource management efforts, particularly those related to employee loyalty and performance. Within an organization, human resources are a crucial element in determining the effectiveness of its activities.

The Pontianak City Cooperatives, Micro Enterprises, and Trade Office is an agency under The results of the interview conducted by the author with Ms. Lusi Eka Putri, A.Md. A.B., as the Personnel Manager at the Cooperatives, Micro Enterprises, and Trade Office of Pontianak City, informed that several challenges faced by the office in carrying out its main duties and functions, namely opening market access, access to capital, and the implementation of digital technology. On the other hand, there are also several obstacles that must be overcome, namely the lack of facilities and infrastructure, as well as the level of human resource competency that still needs to be improved.

The problem of individual Civil Servants lies in intrinsic motivation or motivation from within themselves. If they are pressured to finish the work immediately or there is a personal desire related to the work, then the employees are able to show real performance at work, but if not, then the performance shown is ordinary. Likewise with the self-efficacy of employees, where some of them sometimes feel unsure of their ability to work, especially if they are faced with a new or never-before-done job. In normative commitment, the problem is that there are some employees who want to move to other agencies and there are also those who apply for retirement, even though they have not yet entered retirement age.

REVIEW OF LITERATURE

Enny (2019, p. 17) states that: "Motivation is a feeling or desire and desire that greatly influences the abilities of each individual, so that the individual is encouraged to behave and act." Wahyudi and Salam (2020, p. 67) state that: "Motivation is a drive. The drive in question is all efforts to create employee work enthusiasm." The dimensions of intrinsic motivation can be traced to Herzberg's two-factor theory. Busro (2018, p. 59) explains that: "The two-factor theory consists of motivational factors and hygiene factors." Related to intrinsic motivation are motivational factors. In this regard, Busro (2018, p. 60) states: "Motivator factors or intrinsic factors, when present in a job, can create strong motivation that can produce good work."

Herzberg's theory in Busro (2018, p. 6) explains that the factors present in this series are called *satisfiers* or motivators which include:

1. Achievements.
2. Confession.
3. Responsibility.
4. Progress.
5. The work itself; and
6. Possibility to grow.

It can be described that a person strives to produce the best for the work done because there are achievements that are his goals, the desire to get recognition from the environment, the existence of responsibilities that must be fulfilled, the desire to advance, the work that he must complete and the opportunity to develop.

Self-Efficacy

Self-efficacy is a term in behavioral science that means belief or confidence in oneself. Laily and Wahyuni (2018, p. 28) say that: "Self-efficacy is a person's belief that he or she can carry out a task at a certain level, which influences the level of achievement of the task." Kristiyani (2016, p. 83) says that: "Self-efficacy is a person's belief in his or her ability to demonstrate certain performance that can affect his or her life." Erlina (2020, p. 61) says that: "Self-efficacy is also defined as a person's ability to self-assess their own competencies to succeed in completing certain tasks.

Laily and Wahyuni (2018, p. 30) revealed that: "The difference in self-efficacy in each individual lies in three aspects/components, namely: *magnitude* (level of difficulty of task), *strength* (strength of belief), and *generality* (generality)". Laily and Wahyuni (2018, p. 30) state that each aspect has important implications in individual performance which can be more clearly described as follows:

1. *Magnitude* (task difficulty)

That is, problems related to the degree of difficulty of individual tasks. This component has implications for the selection of behaviors that individuals will attempt based on expectations of efficacy at the difficulty level of the task. The individual will try to perform certain tasks that he perceives he can perform and he will avoid situations and behaviors that he perceives to be beyond the limits of his ability.

2. *Strength*

That is an aspect related to the strength of an individual's belief in his or her abilities. Strong and steady expectations in individuals will encourage them to be

persistent in trying to achieve goals even though they may not have supportive experiences. On the other hand, weak expectations and doubts about one's abilities will be easily shaken by unsupportive experiences.

3. *Generality* (generalitas)

That is, things related to the wide scope of behavior are believed by individuals to be able to be implemented. An individual's belief in his or her ability depends on an understanding of his or her abilities, whether limited to a specific activity and situation or to a broader and varied set of activities and situations. The above explanation shows that each person has a different level of self-efficacy depending on the level of difficulty of the task at hand, how strong the belief is that he is capable of completing the task and his understanding of the ability he has to complete the task.

Normative Commitment

Normative commitment is one component of organizational commitment. Yusuf and Syarif (2017, p. 31) state that: Normative commitment is a feeling of obligation to remain in an organization due to obligations and responsibilities towards the organization based on considerations of employee norms, values, and beliefs. Rohman, et al. (2023, p. 20) state that: Normative commitment is related to the feeling of obligation to remain working in the organization. This means that employees who have a high normative commitment feel that they are obliged (ought to) to remain in the organization. Busro (2018, p. 78) state that: Normative commitment is a feeling of obligation from employees to remain in an organization due to a feeling of indebtedness to the organization.

A person's normative commitment to the place he works can be seen from his attitude and behavior at work. The normative commitment of employees can be measured from several indicators as mentioned by Busro (2018, p. 79), namely:

1. Act in accordance with the goals and desires of the organization.
2. The normative component creates a sense of obligation in employees to reciprocate what they have received from the organization.
3. Employees with high *normative commitment* will stay in the organization
4. Feeling that there is an obligation or task that is indeed appropriate to be carried out for the benefits that have been provided by the organization.

It can be said that a person with a high normative commitment will always do what is in accordance with the organization's goals, show the best performance by repaying the organization's services, have high loyalty and do not think about changing workplaces and try to fulfill his work responsibilities as best as possible as a form of retribution for the benefits or compensation he has received from the organization.

RESEARCH METHOD

This study uses associative research. According to Siregar (2020, p. 15): Associative/relationship research is research that aims to determine the relationship between two or more variables. With this research, a theory can be built that can function to explain, predict, and control a phenomenon in the study. This study aims to determine the effect of intrinsic motivation and self-efficacy on the normative

commitment of Civil Servants at the Cooperatives, Micro Enterprises, and Trade Office of Pontianak City.

The data collection technique in this study a quantitative used primary and secondary data. Primary data was collected using interviews and questionnaires. In this study, the author interviewed the Personnel Manager of the Cooperative, Micro Enterprises and Trade Office of Pontianak City. This questionnaire was given to Civil Servants of the Cooperatives, Micro Enterprises and Trade Office of Pontianak City who were respondents.

The data in this study were obtained from the Cooperatives, Micro Enterprises and Trade Service of Pontianak City, including: the number of Civil Servants, the number of Civil Servant absences, data on lateness and early departures, data on reductions in Additional Basic Income (TPP) and Civil Servant performance scores.

According to Yusuf (2017, p. 147): Population is the totality of all possible values of certain characteristics of a number of objects whose nature we want to study". The population in this study is all Civil Servants at the Cooperatives, Micro Enterprises and Trade Service of Pontianak City in 2025, namely 55 people, excluding the Head of the Service. According to Siregar (2020, p. 56): Sampling is a data collection procedure, in which only a portion of the population is taken and used to determine the desired nature and characteristics of a population. This study uses saturated sampling because all members of the population are sampled. According to Sugiyono (2019, p. 287): Saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sampling is census, where all members of the population are sampled. The sample in this study was 55 people, namely all Civil Servants at the Cooperatives, Micro Enterprises and Trade Service of Pontianak City in 2025, excluding the Head of the Service.

The variables in this study are Intrinsic Motivation (X1), Self-efficacy (X2), Normative Commitment (Y) In this study, the scale used is a 1-5 Likert scale. According to Sugiyono (2019, p. 146): "The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena". In research, social phenomena have been specifically defined by the researcher, which is hereinafter referred to as the research variable.

Data analysis techniques are divided into instrument testing, classical assumption testing, and hypothesis testing. Instrument testing includes validity and reliability tests. Classic assumption testing includes normality, multicollinearity, and linearity tests. Hypothesis testing includes multiple linear regression analysis, correlation coefficients, coefficients of determination (R²), F tests, and T tests. This study used IBM SPSS 26 for data calculation and testing.

RESULTS AND DISCUSSION

Research Instrument Test

Validity Test

The validity test is carried out to determine the level of validity of a statement instrument from a research questionnaire. The validity test is carried out by correlating all the scores of statement items or questions, then the test results (r count) are compared with the r table value. The r table value can be obtained by the formula $df = n$ (number of samples) $- 2 = 55 - 2 = 53$, with a significance value of 0.05, the r

table value in this study is 0.220. The following are the results of the validity test in Table 1 below:

Table 7
Results Validity Test

Variable	Corrected Item - Total Corelation	Explanation
X1.1	0,584	Valid
X1.2	0,707	Valid
X1.3	0,701	Valid
X1.4	0,723	Valid
X1.5	0,622	Valid
X1.6	0,679	Valid
X1.7	0,886	Valid
X1.8	0,701	Valid
X1.9	0,809	Valid
X1.10	0,701	Valid
X1.11	0,809	Valid
X2.1	0,792	Valid
X2.2	0,846	Valid
X2.3	0,848	Valid
X2.4	0,855	Valid
X2.5	0,670	Valid
X2.6	0,647	Valid
Y.1	0,820	Valid
Y.2	0,686	Valid
Y.3	0,868	Valid
Y.4	0,684	Valid
Y.5	0,625	Valid
Y.6	0,648	Valid
Y.7	0,775	Valid
Y.8	0,828	Valid

Source: Processed Data, 2025

Based on Table 1, it shows that all r-calculation results in the variables of intrinsic motivation (X1), self-efficacy (X2), and normative commitment (Y) are greater than r-table (0.220). Therefore, it can be concluded that all variables are declared valid.

Reability Test

The reability test was carried out to determine the level of reability of a statement in a questation as a measuring instrument. The reability test in this study used the Cronbach’s Alpha method ; a measurement item can be said to be reliable if has a cronbach’s alpha significance value of 0.60. the results of the reliability test can be seen in table 3 bellow :

Table 8
Reliability Test Results

Research Variable	Cronbach's Alpha
Intrinsic Motivation (X1)	0,918
Self Efficacy (X2)	0,861
Commitment Normative (Y)	0,876

Sources: Processed Data, 2025

Based on table 3 shows that the Cronbach's Alpha value for the Intrinsic motivation variable (X1) is 0.918. Self efficacy variable (X2) is 0.861. Commitment variable (Y) is 0.876, and the personal financial management variable (Y) is 0.885. These values are all above 0.6. Thus, the questionnaire used in the study to measure the variables of intrinsic motivation (X1), self efficacy (X2), commitment normative (Y) was declared reliable as a measuring tool.

Test of classical Assumptions

Test of Normality

Base on the results of the analysis using SPSS, the results of the normality test can be seen in table 3 below

Table 9
Results of Normality Test

Unstandardized Residuals	
N	55
Test statistic (Kolmogrov-Smirnov Z)	.207
Asymp. Sig. (2-tailed)	.200

Sources : Data Processed, 2025

Based of table 3 The results of the normality test are seen in the Asymp. Sig (2-tailed) value, also known as a two-tailed test. In Table 3, this value is 0.200, or greater than 0.05. Since the significance value is > the alpha value (0.05), it can be concluded that the data is normally distributed.

Linearity Test

Based on the analysis using SPSS, the results of the linearity test can be seen in table 5 bellow:

Table 10
Results of Linearity Test

Variable	Deviation For Linearitas	Description
Intrinsic Motivation (X1)	0,858	Linear
Self Efficacy (X2)	0,796	Linear

Sources : Data Processed, 2025

Based on the significance value (sig.) from Table 5, the significance value of Deviation from Linearity for the three variables, namely Intrinsic motivation (X1), Self efficacy (X2), is 0.858 (X1), 0.796 (X2). Because the significance value is smaller than 0.05, it can be concluded that there is a significant linear relationship between the three variables and the Commitment normative variable (Y).

Multicollinearity Test

Table 11
Results of Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Intrinsic Motivation	0,844	1,185
Self efficacy	0,844	1.185

Source: Data Processed by Researcher (2025)

The results of the multicollinearity test show that based on the output table of the multicollinearity test results in the "Collinearity Statistics" section, the tolerance value for the Intrinsic motivation (X1) is 0.844 and the VIF value is 1.185. The tolerance value for the self efficacy (X2) is 0.844 and the VIF value is 1.185. The tolerance value obtained for each independent variable is greater than 0.1 and the VIF value for each independent variable is less than 10. Thus, it can be concluded that there are no symptoms of multicollinearity in the regression model.

Multiple Linear Regression Test

Table 12
Results of The Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.987	4.822		3.878	.000
Intrinsic Motivation	.365	.086	.245	2.301	.000
Self efficacy	.875	.167	.167	5.400	.000

Source: SPSS Processed Data, 2025

Based on the processed results in Table 6, the multiple linear regression equation model can be formulated as follows:

$$Y = 4,987 + 0,365 X1 + 0,875 X2$$

The a value of 4.987 is a constant or intercept when the Commitment normative variable is not influenced by other variables such as Intrinsic motivation (X1), Self efficacy (X2). This means that Commitment normative is neutral or has no influence whatsoever on Intrinsic motivation (X1), Self efficacy (X2), 4.987.

Coefficient of Determination Test (R²)

Table 12
Results Correlation and Determination Coefficient Test

Model	R	Model Summary ^b		Std. Error of the Estimate
		R Square	Adjusted R Square	
1	.709 ^a	.502	.483	4.102

Source: SPSS Processed Data, 2025

The results of the data analysis in Table 7 show that the magnitude of the relationship between Intrinsic motivation (X1), Self efficacy (X2), on Commitment normative (Y) as calculated using a correlation coefficient of 0.709. This value is in the range of 0.600 – 0.799 and is categorized as strong. This means there is a strong relationship between Intrinsic motivation, Self efficacy, on Commitment normative in this study.

F Test

In this study, the influence of the three independent variables on the dependent variable, both partially and simultaneously, is detected through hypothesis testing.

Table 13
Results of Simultaneous Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	882.222	2	441.111	26,222	<0,000 ^b
Residual	874.760	52	16.822		
Total	1756.982	54			

Source: Data Processed, 2025

Based on the results of the F test in Table 4.20 above, it states that the significant value for Intrinsic Motivation and Self-Efficacy, and simultaneously on Normative Commitment is $0.000 < 0.05$. The results of the research on the simultaneous test (F Test) can be concluded that Intrinsic Motivation and Self-Efficacy simultaneously have a significant influence on Normative Commitment.

T Test

Table 14
Results of Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.987	4.822		3.878	0.000
Intinsic Motivation	0.365	0.086	0.245	2.301	0.000
Self Efficacy	0.875	0.167	0.167	5.400	0.000

Source: Data Processed by Researcher (2025)

Table 4.21 shows the significant influence of each independent variable, namely Intrinsic Motivation and Self-Efficacy, on Normative Commitment among civil servants at the Cooperatives, Micro, and Trade Office in Pontianak City. The significance level for the Intrinsic Motivation variable (X1) is $0.000 < 0.05$, indicating that Intrinsic Motivation partially influences Normative Commitment (Y). The significance level for the Self-Efficacy variable (X2) is $0.000 > 0.05$, indicating that Self-Efficacy partially influences Normative Commitment (Y).

H1: Intrinsic Motivation on There is a partial influence between intrinsic motivation variables and normative commitment Civil Servants in the Department of Cooperatives, Micro Enterprises and Trade in Pontianak City

Research on the influence of intrinsic motivation on the normative commitment of civil servants (PNS) is still relatively limited, particularly in the Office of Cooperatives, Micro Enterprises, and Trade in Pontianak City. One relevant study was conducted by Atika Putri (2022) at the Office of the Ministry of Religious Affairs in Pontianak City, which examined the influence of intrinsic and extrinsic motivation on the commitment of civil servants. The results showed that intrinsic motivation partially had no significant effect on employee commitment, but simultaneously (along with extrinsic motivation) contributed 27.2% to the commitment variable. Another study by Reni Maulana Sari (2021) in

Mempawah Regency examined the influence of normative, affective, and continuance commitment on work motivation. Although the direction of the relationship was different, the results showed that normative commitment also had no significant effect on motivation partially. A study by Febriana et al. (2024) in Sumenep Regency examined the influence of intrinsic, extrinsic, and organizational commitment on the performance of employees of the Office of Cooperatives and MSMEs, and found that motivation had no significant effect, while organizational commitment had a positive effect. These findings emphasize the need for further research on the specific aspect of normative commitment. Based on these previous studies, it appears that the direct relationship between intrinsic motivation and normative commitment has not been widely explored, particularly within the Pontianak City Cooperatives, Micro Enterprises, and Trade Office. Research by Erinna Indah Cahyaningrum and Prayekti (2022) in Sleman Regency showed that intrinsic motivation does not directly influence affective commitment, but rather through job satisfaction. Although the focus was on affective commitment, these findings suggest that the influence of motivation on commitment may require a mediating variable to explain a stronger relationship. This represents a significant research gap: there has been no research examining the relationship between intrinsic motivation and normative commitment directly or through mediation in the local government sector operating in the cooperative and MSME sectors.

H2: Self Efficacy on There is a partial influence between the self-efficacy variable and normative commitment of Civil Servants in the Department of Cooperatives, Micro Enterprises and Trade in Pontianak City

Several studies have explored self-efficacy and its relationship to various aspects of commitment and performance in the government sector. For example, Devi Yasmin and Jihan Fadilah (year unspecified) analyzed the influence of self-efficacy and motivation on job satisfaction among civil servants at the Pontianak Plantation Plant Protection Center. The results showed that both variables simultaneously had a very strong effect ($R = 0.898$, $R^2 = 0.807$), but self-efficacy was not partially significant on job satisfaction ($t\text{-test } -0.475$, $p > 0.05$). Conversely, research by Desita Asmalia et al. (2022, published in 2023) at the Cooperatives, MSMEs, and Trade Office of Central Lampung Regency showed that self-efficacy had a significant positive effect on civil servant work productivity at the agency. Although the context was different, these results confirm the role of self-efficacy in determining employee contribution levels. Regarding the direct relationship between self-efficacy and normative commitment, no specific research has been found in the Cooperatives Office or similar institutions in Pontianak. However, studies in other sectors, such as the Kendalsari Community Health Center in Malang, show that self-efficacy is often considered a moderator in the relationship between job characteristics and work experience and organizational commitment—including the normative commitment dimension. In addition, research on PT Perkebunan employees in Bandung also shows that self-efficacy and normative commitment simultaneously have a positive effect of 58.9% on readiness for change, indicating that the influence of self-efficacy on performance or job satisfaction is often positive and significant when placed as an independent variable (as in the Central Lampung study). However, its role in normative commitment has not been explored exclusively specifically in the Cooperatives Office or similar institutions. In some studies, the focus is on other variables or more general commitment dimensions.

CONCLUSION

The results of the study indicate that intrinsic motivation and self-efficacy have a significant influence on the normative commitment of Civil Servants at the Office of Cooperatives, Micro Enterprises, and Trade in Pontianak City. 50% of the variation in normative commitment can be explained by these two variables, and both are also proven to have a partial influence. Based on these findings, it is recommended that employees increase intrinsic motivation through awareness of career opportunities and job promotions as a form of internal motivation to work optimally. In addition, it is important for employees to build self-efficacy by cultivating an optimistic attitude and confidence in their own abilities to complete tasks according to instructions. Finally, normative commitment needs to be cultivated through a focus on achieving the agency's vision and mission to create consistent and professional performance in public service.

REFERENCES

- Adamy, M. (2016). *Manajemen Sumber Daya Manusia: Teori, Praktek dan Penelitian*. Unimal Press.
- Alimuddin, J., & Mayasari, N. (2023). Strategi Meningkatkan Motivasi Belajar Siswa. Rizquna.
- Azhad, M. N., Anwar, & Qomariah, N. (2015). *Manajemen Sumber Daya Manusia*. Cahaya Ilmu.
- Busro, M. (2018). *Manajemen Sumber Daya Manusia*. Expert.
- Candana, D. M., Afuan, M., Purwasih, R., & Ikwal, R. (2022). The Pengaruh Self Efficacy dan Perceived Organizational Support terhadap Kepuasan Kerja Pegawai. *Jurnal Ekobistek*, 11(4), 433–440. <https://doi.org/10.35134/ekobistek.v11i4.421> jman-upiypk.org
- Desiana, N. E. (2019). Pengaruh Efikasi Diri terhadap Absensi Karyawan melalui Inovasi sebagai Variabel Intervening (Studi pada Divisi Sekretariat dan Humas PDAM Surya Sembada Kota Surabaya). *Jurnal Ilmu Manajemen*, 7(2), 382–392. (tidak ada DOI tertera) ejournal.unesa.ac.id
- Devi, Y., & Fadilah, J. (2023). Pengaruh Self Efficacy dan Motivasi terhadap Kepuasan Kerja Pegawai Negeri Sipil di Balai Proteksi Tanaman Perkebunan Pontianak. *Jurnal Produktivitas*, 7(1), 33–42. <http://dx.doi.org/10.29406/jpr.v9i1.4574> openjurnal.unmuhpnk.ac.id
- Diana, Yasmin, D., & Sukardi. (2019). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Komitmen Organisasional ASN pada Dinas Tenaga Kerja dan Transmigrasi Provinsi Kalimantan Barat. *Jurnal Produktivitas*, 6(2), 200–208.
- Diani, S., Vidada, I. A., & Hadi, S. S. (2023). Pengaruh Tingkat Absensi dan Insentif terhadap Motivasi Intrinsik Karyawan pada PT. Multi Teknik Telaga Indonesia. *MASMAN: Master Manajemen*, 1(4), 1–12.
- Enny, W. M. (2019). *Manajemen Sumber Daya Manusia*. Ubhara Manajemen Press.
- Erlina, L. (2020). Efikasi Diri dalam Meningkatkan Kemampuan Mobilisasi Pasien. Politeknik Kesehatan Kemenkes Bandung.
- Fathurrohman, F. (2022). *Motivasi dan Kepuasan Kerja Pegawai*. Polsub Press

- Ginting, S. R., & Riani, R. E. (2023). Pengaruh Karakteristik Pekerjaan dan Pengalaman Kerja terhadap Komitmen Organisasional yang Dimoderasi Self-Efficacy (Studi pada Pegawai Puskesmas Kendalsari Kota Malang). ResearchGate(tidak adaDOI)openjurnal.unmuhpnk.ac.idjournal.unesa.ac.id
- Hardani. (2020). Metode Penelitian Kualitatif dan Kuantitatif. Pustaka Ilmu. Hasibuan, M. P. (2016). Manajemen Sumber Daya Manusia. Bumi Aksara.
- Johnson, A., Nguyen, H., & Groth, M. (2016). When the Going Gets Tough, the Tough Keep Working: Impact of Emotional Labor on Absenteeism. *Journal of Management*. (dengan DOI tercantum secara lengkap).
- Kasnaeny, K. (2015). Manajemen Sumber Daya Manusia. Dream Litera Buana.
- Kim, M., & Beehr, T. (2020). Empowering Leadership: Leading People to Be Present through Affective Organizational Commitment. *Journal of Human Resource Management*, 31.
- Kristiyani, T. (2016). Self-Regulated Learning: Konsep, Implikasi, dan Tantangannya Bagi Siswa di Indonesia. Sanata Dharma University Press.
- Kuswanti, M., Purnamasari, E. D., & Kurniawan, D. P. M. (2021). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif terhadap Kinerja Karyawan Pabrik Crumb Rubber Factory di PT. Pinago Utama Sugiwaras. *JBME: Jurnal Bisnis, Manajemen dan Ekonomi*, 2(4), 149–165.
- Laily, N., & Wahyuni, D. U. (2018). Efikasi Diri dan Perilaku Inovasi. Indomedia Pustaka.
- Lestari, A. S. (2020). Hubungan antara Psychological Capital dengan Komitmen Organisasi pada Pegawai Negeri Sipil BPKAD Kota Surabaya. *JSSH (Jurnal Sains Sosial dan Humaniora)*, 6(2), 101–112. <https://doi.org/10.30595/jssh.v6i2.14892> [Jurnal Nasional UMP](#)
- Masram, & Mu'ah. (2015). Manajemen Sumber Daya Manusia. Zifatama Publisher.
- Nurbiyati, T., & Wibisono, K. (2019). Analisis Pengaruh Komitmen Afektif, Kontinyu dan Normatif terhadap Kinerja dengan Disiplin Kerja sebagai Variabel Intervening. *Jurnal Kajian Bisnis*, 22(1), 21–37.
- Nurrofi, A. (2013). Analisis Pengaruh Dimensi Komitmen Organisasi terhadap Absensi Karyawan. *Jurnal Ilmu Manajemen dan Akuntansi Terapan (JIMAT)*, 4(1), 28–34.
- Oliveira, D. F. M., Balbino, M. C., Ribeiro, B. C., Ramos, O. D. M. R., Sepp, J. V., & Loureiro, H. L. (2023). Frederick Herzberg and the Theory of the Two Factors in the Contribution to the Prevention of Absenteeism at Work. <https://doi.org/10.55905/cuadv15n12-131>
- Potu, J., Lengkong, V. P. K., & Trang, I. (2021). Pengaruh Motivasi Intrinsik dan Ekstrinsik terhadap Kinerja Karyawan pada PT. Air Manado. *Jurnal EMBA*, 9(2), 387–394.
- Tabara, R., & Phradiansah. (2024). Peran Efikasi diri dalam Memediasi Pengaruh Komitmen Normatif Terhadap Kinerja: Sebuah Studi Pada Karyawan Swasta Kota Sorong. *Business UHO: Jurnal Administrasi Bisnis*, 9(1), 256-264.
- Wahidah, S., Nisa, F. K., Sugiarti, R., & Suhariadi, F. (2025). Motivasi Intrinsik sebagai Faktor Penentu Disiplin Kerja Karyawan PT Family Aurora Nusantara. *EduInovasi: Journal of Basic Educational Studies*, 5(1), 474–483.
- Wahyu Saefudin, D. K. P., Aisyah, M., & Mujib, M. (2022). Pengaruh Efikasi Diri dan Kepuasan Kerja terhadap Kinerja Pembimbing Kemasyarakatan di Wilayah

- Kalimantan Barat. *Dinamika Governance: Jurnal Ilmu Administrasi Negara*,
11(1). <https://doi.org/10.33005/jdg.v11i1.2516> ejournal.upnjatim.ac.id.
- Wahyudi, & Salam, R. (2020). *Komitmen Organisasi Kajian: Manajemen Sumber Daya Manusia*. Unpam Press.
- Yusuf, A. M. (2017). *Metode Penelitian: Kuantitatif, Kualitatif, dan Penelitian Gabungan*. Kencana.
- Yusuf, R. M., & Syarif, D. (2017). *Komitmen Organisasi: Definisi, Dipengaruhi dan Mempengaruhi*. Nas Media Pustaka.