

THE INFLUENCE OF INTRINSIC MOTIVATION AND SELF-EFFICACY ON THE NORMATIVE COMMITMENT OF CIVIL SERVANTS AT THE DEPARTMENT OF MANPOWER AND TRANSMIGRATION, KETAPANG REGENCY

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Abstract. This study aims to determine the effect of intrinsic motivation and self-efficacy on normative commitment among civil servants at the Ketapang Regency Manpower and Transmigration Office. Data were collected from 33 civil servants through questionnaires and direct interviews with the administrative head. Multiple linear regression analysis revealed that intrinsic motivation and self-efficacy simultaneously have a positive and significant effect on normative commitment, with an F-value of 40.874 and significance of 0.000 (<0.05). Partially, intrinsic motivation has a significant positive influence with a t-value of 2.633 and significance of 0.009 (<0.05), while self-efficacy has a stronger positive influence with a t-value of 3.609 and significance of 0.000 (<0.05). The coefficient of determination (R^2) of 0.453 indicates that 45.3% of the variation in normative commitment can be explained by the two independent variables, while the remainder is influenced by factors outside the scope of this study. These results emphasize the importance of intrinsic motivation and self-efficacy in enhancing employees' sense of responsibility and loyalty toward the organization. Therefore, effective human resource management should focus on strengthening these two aspects to improve performance and stability in public organizations.

Keywords: intrinsic motivation; self-efficacy; normative commitment; civil servants

I. INTRODUCTION

Human resource management is the process of planning, organizing, implementing, coordinating, executing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment in order to achieve organizational goals [1]. In addition, HRM also includes strategic measures to improve employee performance in order to support the optimal achievement of organizational goals [2].

The Ketapang Regency Manpower and Transmigration Office, located at Jalan Hos Cokroaminoto No. 32 Ketapang, is a local government agency responsible for managing manpower and transmigration affairs. The Manpower and Transmigration Office has the task of carrying out some of the local government's affairs based on the principles of autonomy and assistance in the fields of manpower, community empowerment, and transmigration. The Labor and Transmigration Office plays a role in fostering and developing the skills and competencies of the community, strengthening social and cultural resilience, and disseminating information about central government programs related to transmigration.

Based on Ketapang Regent Regulation No. 87 of 2021 concerning the position, organizational structure, duties,

functions, and work procedures of the Ketapang Regency

Labor and Transmigration Office. In order to establish a clear and efficient organizational structure to enhance performance and service delivery to the public, the functions of the Ketapang District Labor and Transmigration Office include formulating labor and transmigration policies, labor administration, labor and transmigration supervision, reporting, and evaluation in the labor and transmigration sectors.

In total, there are 55 employees, comprising 34 civil servants (PNS) and 21 non-PNS employees. The head of the department and the secretary are each held by one person. The General Affairs and Human Resources Sub-Division has a total of 14 staff members, divided into 7 civil servants and 7 non-civil servants. The Program Planning and Finance Sub-Division is staffed by 7 employees, comprising 5 civil servants and 2 non-civil servants. The Labor Division has 12 staff members, consisting of 8 civil servants and 4 non-civil servants. The Transmigration Division has 7 employees, consisting of 3 civil servants and 4 non-civil servants. Other sections, such as the Head of the Vocational Training Center, the Deputy Head of Administrative Affairs, General Administration, and the Functional Job Group, each have a different number of employees, with variations between civil servants and non-civil servants.

The absenteeism rate of the Ketapang Regency Labor and Transmigration Office from 2021 to 2023 fluctuated from 2021 to 2023. In 2022, there was a decrease in the absenteeism rate of 45.11%, and in 2023, there was an increase of 73.28%. Employee absenteeism is caused by low motivation [3]. Employees with low commitment will result in high turnover, increased absenteeism, tardiness, and a lack of intensity to remain as employees in the organization, which can ultimately lead to low work quality and a lack of loyalty to the organization [4].

Based on the data obtained, the number of performance ratings for all civil servants at the Ketapang Regency Manpower and Transmigration Office in 2022 and 2023 were all categorized as good. All civil servants had good work ratings or were in line with expectations. This indicates that civil servants at the office were able to achieve optimal performance and meet the standards expected by the organization. Additionally, the data shows positive evaluations of civil servants' performance in terms of the quality and quantity of work completed, reflecting their dedication and professionalism in performing their duties. This success not only impacts individual achievements but also contributes to the overall achievement of organizational goals.

A motivated person will make substantial efforts to support the production goals of their work unit and the organization where they work, whereas an unmotivated person will only make minimal efforts in their work [3]. This shows the importance of motivation in driving individual performance in the workplace. Self-efficacy, or an individual's belief in their abilities, has a positive influence on performance [5]. This means that individuals with high self-efficacy tend to demonstrate better performance in their work.

In the context of government organizations, the sustainability and stability of performance depend on the extent to which civil servants are committed to their duties and institutions. One important form of commitment is normative commitment, which is the internal drive of employees to remain part of the organization because they consider it a moral obligation. Employees with high levels of commitment support the goals and values of the organization, actively contribute to its success, and strive to be valuable members of the institution [6]. Furthermore, [7] explains that normative commitment arises from a sense of obligation to remain in the organization, not merely because of personal interests. This view is reinforced by [8], who states that commitment is a manifestation of individual attachment and loyalty to the organization, which is created because of a sense of involvement in institutional activities.

In building this normative commitment, one important factor that plays a role is intrinsic motivation. This motivation comes from within employees, encouraging them to work not because of external pressure, but because of their personal awareness of the value and meaning of their work. [9] emphasize that intrinsic motivation influences a person's way of thinking and behaving from within themselves. This aligns with the views of [10], who state that such motivation arises from an individual's awareness of the importance of the tasks

they perform. [11] also assert that this intrinsic drive does not require external stimuli because it is already actively present within an individual as a personal motive.

In addition to motivation, another factor that determines the level of normative commitment is self-efficacy, which is an individual's belief in their ability to perform assigned tasks. Employees with strong self-efficacy are more likely to pursue opportunities to improve their skills and professional growth, which can increase job satisfaction [12]. High self-efficacy makes a person believe that they are capable of completing their work well, making them more prepared to face challenges in the work environment. [13] state that self-efficacy is very important in performance development because this self-confidence encourages a person to complete tasks from their superiors optimally. Meanwhile, [14] explain self-efficacy as a personal evaluation process of one's ability to act correctly or incorrectly according to existing demands. [15] add that self-efficacy involves an individual's assessment of their ability to achieve desired results in certain situations and conditions.

Based on an interview with Mr. Jamhuri, SE, Head of Administration, it was found that several employees left the office without official permission during working hours, and there were also employees who did not come to work without permission or explanation. This has resulted in inefficient and ineffective employee performance.

II. RESEARCH METHOD

This study uses an associative method, which aims to determine the relationship between two or more variables. According to [16], associative research aims to find relationships between variables, which can be used to construct theories that can explain, predict, and control the phenomena being studied.

The data collection techniques in this study used primary and secondary data. Primary data is data collected directly by the researcher from the first source or the place where the research object is carried out, and secondary data is data that already exists and has been published by other organizations, which is not the result of processing by the researcher [16]. Primary data was collected through interviews and questionnaires. In this study, primary data was obtained through direct interviews with Mr. Jamhuri, SE, Head of Administration at the Ketapang Regency Manpower and Transmigration Office, and by distributing questionnaires to civil servants at the Ketapang Regency Manpower and Transmigration Office. The secondary data used is the number of employees according to department.

The population in this study is all civil servants at the Ketapang Regency Manpower and Transmigration Office, totaling 33 people, excluding the Head of the Office in 2025. The research sample used saturated sampling technique, where all members of the population were included in the sample. Therefore, the sample in this study consisted of 33 civil servants at the Ketapang Regency Manpower and Transmigration Office, excluding the Head of the Office.

The independent variables in this study were Intrinsic Motivation (X1) and Self-Efficacy (X2). According to [17],

independent variables are variables that influence or cause changes in dependent variables. The dependent variable in this study is Normative Commitment (Y), which is a variable influenced by independent variables [17]. The measurement scale used in this study is the Likert scale. According to [16], the Likert scale is used to measure attitudes, opinions, and perceptions of a person toward a particular object or phenomenon. The Likert scale in this study consists of 5 answer choices, which indicate the level of agreement of respondents to the questions asked.

Data analysis techniques used Instrument Testing, Basic Assumption Testing, Multiple Linear Regression Analysis, Determination Coefficient (R^2), Simultaneous Testing (F Test), and Partial Testing (t Test). Instrument testing aims to ensure the reliability and validity of the measurement tools used in the study [16]. Validity is tested using Product Moment correlation, and reliability is tested using Cronbach's Alpha method. An instrument is considered valid if the product moment correlation coefficient is greater than 0.3 and reliable if Cronbach's Alpha coefficient is greater than 0.6 [16]. Basic assumption tests were conducted to examine normality, linearity, and multicollinearity of the data. Normality was tested using the Kolmogorov-Smirnov test, where data were considered normally distributed if the probability value (sig) was greater than 0.05 [18]. Linearity was tested using the Test for Linearity, which assesses whether the relationship between the independent and dependent variables is linear. Multicollinearity was tested to determine whether there is correlation between the independent variables. A good regression model should not have multicollinearity, which can be detected by looking at the Tolerance and VIF values [19]. Multiple linear regression is used to analyze the influence of two or more independent variables on the dependent variable. The multiple linear regression equation used is: $Y = a + b_1 X_1 + b_2 X_2$. Multiple correlation coefficient analysis is used to determine the strength of the relationship between three or more variables and their simultaneous contribution to the dependent variable. The coefficient of determination (R^2) is used to measure the extent to which independent variables can explain the variation in the dependent variable [16]. In this study, R^2 is used to determine the extent of the influence of Intrinsic Motivation and Self-Efficacy on Normative Commitment. An F-test is conducted to determine the simultaneous influence of the independent variables on the dependent variable [16]. The results of the F-test will be compared with the F-table value to determine whether there is a significant influence of the independent variables on the dependent variable. The t-test was used to determine the influence of each independent variable on the dependent variable individually. The results of the t-test were compared with the t-table to determine whether the influence was significant or not.

III. RESULTS AND DISCUSSION

TEST RESEARCH INSTRUMENTS

Validity Test

Validity testing was conducted by correlating all scores of the questionnaire statements or questions, then comparing the test results (r count) with the r table value. The r table value can be obtained using the formula $df = n$ (number of samples) - 2 = 33 - 2 = 31, with a significance value of 0.05, so the r table value is 0.344. The results of the validity test for each statement in all variables in this study can be seen in Table 3.1 below:

Table 3.1 Validity Test Results

Variable	Indicator	r value	r table	Description
Intrinsic Motivation (X1)	X1.1	0,804	0,344	Valid
	X1.2	0,689		Valid
	X1.3	0,710		Valid
	X1.4	0,778		Valid
	X1.5	0,753		Valid
	X1.6	0,671		Valid
	X1.7	0,596		Valid
	X1.8	0,787		Valid
	X1.9	0,664		Valid
	X1.10	0,772		Valid
Self-Efficacy (X2)	X2.1	0,747	0,344	Valid
	X2.2	0,847		Valid
	X2.3	0,813		Valid
	X2.4	0,837		Valid
	X2.5	0,883		Valid
Normative Commitment (Y)	Y1.1	0,865	0,344	Valid
	Y1.2	0,903		Valid
	Y1.3	0,904		Valid
	Y1.4	0,908		Valid

Source: Processed Data, 2025

Based on the validity test results in Table 3.1 above, it is known that all statement items of all variables in this study have a calculated r value > table r of 0.344. Thus, all statement items in this study can be declared valid.

Reliability Test

The reliability test in this study used the Cronbach's Alpha method, whereby an item can be considered reliable if it has a Cronbach's Alpha significance value of 0.60. The results of the reliability test for all variables can be seen in Table 3.2 below:

Table 3.2 Reliability Test Results

Variable	Cronbach's Alpha	Description
Intrinsic Motivation (X1)	0.896	Reliable
Self-Efficacy (X2)	0.903	
Normative Commitment (Y)	0.916	

Source: Processed Data, 2025

Based on the reliability test results for all variables in Table 3.2 above, it is evident that the Cronbach's Alpha value for all variables is greater than 0.60. Therefore, it can be concluded that all measurement items for the variables in this study are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

The normality test was conducted to determine whether the

The method used in the normality test in this study is the Kolmogorov-Smirnov method. Based on the results of the

analysis using SPSS, the normality test results can be seen in Table 3.3 below:

Table 3.3 Normality Test Results

Test	Value
N (Sample)	33
Test Statistic (Kolmogorov-Smirnov Z)	.106
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results in Table 3.3 above, it can be seen that the test results have an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

Linearity Test

The linearity test conducted in this study aims to analyze whether there is a linear relationship between the independent and dependent variables. The method used for this analysis is the Test for Linearity. Based on the analysis results using SPSS, the linearity test results are presented in Table 3.4 below.

Table 3.4 Linearity Test Results

Variable	Deviation from Linearity	Description
Normative Commitment *	0,362	Linear
Intrinsic Motivation		
Normative Commitment *	0,847	
Self-Efficacy		

Source: Processed Data, 2025

Based on the results of the linearity test in Table 3.4 above, the significance value of *Deviation from Linearity* between the variables and Intrinsic Motivation (X1), Self-Efficacy (X2) on Normative Commitment (Y) shows a value > 0.05, so it can be interpreted that there is a linear relationship between the variables Intrinsic Motivation (X1) and Self-Efficacy (X2) on Normative Commitment (Y).

Multicollinearity Test

The multicollinearity test conducted in this study aims to determine whether there is a high level of correlation among the independent variables in a regression model. High correlation between independent variables can lead to bias in the regression coefficient estimates and reduce the accuracy of the model. Based on the analysis results using SPSS, the multicollinearity test results are presented in Table 3.5 below.

Table 3.5 Multicollinearity Test Results

Variable	Tolerance	VIF
Intrinsic Motivation (X1)	.650	1.539
Self-Efficacy (X2)	.650	1.539
Dependent Variable: Normative Commitment		

Source: Processed Data, 2025

Based on the results of the multicollinearity test shown in Table 3.5 above, the following observations can be made. The Tolerance value for the Intrinsic Motivation (X1) variable is 0.650, which is greater than 0.10, and its VIF value is 1.539, which is well below the threshold of 10.00. Similarly, the Tolerance value for the Self-Efficacy (X2) variable is also 0.650, exceeding 0.10, while the VIF value remains at 1.539, indicating no cause for concern. Based on these findings and the established decision-making criteria, it can be concluded that there is no multicollinearity between the two independent

variables.

MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple regression analysis conducted in a study aims to assess the extent of the simultaneous and partial influence of two or more independent variables on the dependent variable, as well as to develop a predictive model that can explain the relationship between these variables. Based on the analysis results using SPSS, the regression coefficients can be seen in Table 3.6 below.

Table 3.6 Multiple Linear Regression Test Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.335	4.746	.000
Intrinsic Motivation (X1)	.130	2.633	.009
Self-Efficacy (X2)	.282	3.609	.000
Dependent Variable: Normative Commitment			

Source: Processed Data, 2025

Based on Table 3.6 and referring to the multiple linear regression coefficient equation, the following results were obtained:

$$Y = 1.730 + 0.358 X_1 + 0.652 X_2$$

- The constant (a) is 1.730, which means that if the intrinsic motivation (X1) and self-efficacy (X2) variables are zero, normative commitment (Y) will increase by 1.730 units.
- The coefficient of Intrinsic Motivation (X1) is 0.358 and is positive, meaning that if Intrinsic Motivation increases, Normative Commitment will increase by 0.358 units. Assuming that the better and higher an employee's intrinsic motivation is, the more likely it is to trigger an increase in normative commitment to the organization. Conversely, if intrinsic motivation is poor and low, this can trigger a decrease in normative commitment to the organization.
- The Self-Efficacy Coefficient (X2) is 0.652 and has a positive value, meaning that if Self-Efficacy increases, Normative Commitment will increase by 0.652 units. Assuming that the better and higher the level of self-efficacy of an employee, the more likely it is to trigger an increase in normative commitment to the organization. Conversely, if the level of self-efficacy of an employee is poor and low, this can trigger a decrease in normative commitment to the organization.

CORRELATION AND DETERMINATION COEFFICIENT (R²)

The correlation coefficient is employed to assess the strength of the relationship between two or more variables and to identify the direction of the relationship between them. The method applied is the Product Moment correlation. The results of the correlation coefficient test are presented in Table 3.7 below:

Table 3.7 Correlation and Determination Coefficient (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.453	.443	.57124
Predictors: (Constant), Self-Efficacy, Intrinsic Motivation				
Dependent Variable: Normative Commitment				

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it can be seen that the correlation coefficient (R) value is 0.673, meaning that the relationship between Intrinsic Motivation and Self-Efficacy on Normative Commitment has a strong relationship, because the value is in the interval 0.60-0.799.

Based on the results of the coefficient of determination (R^2) test in Table 3.7 above, it can be seen that the R-Square value is 0.453, which means that the intrinsic motivation and self-efficacy variables in explaining their influence on normative commitment are 45.3% ($1 \times 0.453 \times 100\%$), while the remaining 54.7% of normative commitment is influenced by other variables outside this study.

SIMULTANEOUS TEST (F TEST)

The simultaneous test (F-test) conducted in a study aims to analyze whether the independent variables in a hypothesis have a significant effect on the dependent variable collectively. The purpose of the F-test is to determine whether all the independent variables in the research hypothesis significantly influence the dependent variable. Based on the results of the simultaneous hypothesis test (F-test) using SPSS, the outcomes of the simultaneous test can be seen in Table 3.8 below:

Table 3.8 Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	12.131	6.066	40.874	.000 ^b
Residual	4.452	.148		

Dependent Variable: Normative Commitment

Predictors: (Constant), Self-Efficacy, Intrinsic Motivation

Source: Processed Data, 2025

Based on the results of the simultaneous test (F test) in Table 3.8 above, the calculated f value is $40.874 > f$ table 3.28 and the significance value is $0.000 < 0.05$. Therefore, it can be concluded that the variables *E* Intrinsic Motivation and Self-Efficacy simultaneously have a positive and significant effect on Normative Commitment.

PARTIAL TEST (t Test)

The partial test (t-test) conducted in a study aims to examine the effect of each independent variable individually on the dependent variable in a hypothesis. The purpose of the t-test is to determine whether each independent variable contributes significantly to the dependent variable on its own. Based on the results of the partial hypothesis test (t-test) using SPSS, the outcomes of the partial test can be seen in Table 3.9 below:

Table 3.9 Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.335	4.746	.000
Intrinsic Motivation (X1)	.130	2.633	.009
Self-Efficacy (X2)	.282	3.609	.000

Dependent Variable: Normative Commitment

Source: Processed Data, 2025

Based on partial hypothesis testing (t-test) in Table 3.9 above, the t-test results will be compared with the t-table. The

t-table value is 1.692. The partial t-test results in Table 3.9 can be explained as follows:

1. The calculated t-value for the Intrinsic Motivation (X1) variable is $2.382 >$ the table t-value of 1.692 and the significance value is $0.024 < 0.05$, so it can be said that in this study, the Intrinsic Motivation (X1) variable partially has a positive and significant effect on Normative Commitment (Y). The results of this study are also supported by [20], who showed that intrinsic motivation partially has a positive and significant effect on normative commitment.
2. The calculated t-value for the Self-Efficacy variable (X2) is 5.620, which is greater than the table value of 1.692 and has a significance level of $0.000 < 0.05$. Therefore, it can be concluded that in this study, the Self-Efficacy variable (X2) has a positive and significant partial effect on Normative Commitment (Y). The results of this study are also supported by research conducted by [21], which shows that Self-Efficacy has a positive and significant partial effect on Normative Commitment.

IV. CONCLUSIONS

This study shows that intrinsic motivation and self-efficacy have a significant and positive effect on the normative commitment of civil servants in the Ketapang District Manpower and Transmigration Office. Employees with high intrinsic motivation tend to feel a strong moral obligation and loyalty to the organization. Similarly, employees with high self-efficacy believe more in their abilities, thereby strengthening their commitment to remain and contribute to the organization. These results emphasize the importance of efforts to increase internal motivation and self-confidence in the work environment as key factors that support employee attachment and dedication to organizational goals. Therefore, institutions, especially in the public sector, need to create development programs and a work environment that supports these two psychological factors so that employee stability and performance can be maintained. Further research could explore other factors influencing normative commitment, as the intrinsic motivation and self-efficacy variables in this study only explained 45.3% of the variation in commitment. A broader understanding would help formulate more comprehensive strategies to enhance employee engagement and retention.

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