



Open Access Indonesia Journal of Social Sciences

Journal Homepage: <https://journalsocialsciences.com/index.php/OAIJSS>

The Role of Intrinsic Motivation in Mediating the Effect of Occupational Self-Efficacy on South Kalimantan National Narcotics Agency Officers' Work Engagement in Banjarmasin

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ARTICLE INFO

Keywords:

Intrinsic motivation
Occupational self-efficacy
Work engagement

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All authors have reviewed and approved the final version of the manuscript.

<https://doi.org/10.37275/oaijss.v6i7.201>

ABSTRACT

The consequences of the main tasks and functions of the provincial National Narcotics Agency (NNA) in the program of prevention, eradication, abuse, and illicit narcotics (P4GN) require the availability of reliable human resources who enjoy their work and are therefore closely tied to their work. Employees who have a sense of attachment to their work enable the implementation of their main duties, both as a team and individually. A solid team certainly consists of individuals who like their work and who have engagement with their work. This study was conducted to analyze the role of intrinsic motivation in mediating the effect of occupational self-efficacy on National Narcotics Agency (NNA) Officers' work engagement in Banjarmasin (South Kalimantan). The research population was equal to its sample size, including 61 NNA employees, whereas the sample size was taken using a total sampling technique. Data was collected through a survey by distributing questionnaires via Google Forms. Data was analyzed with path analysis techniques using SPSS version 26. The findings show that self-efficacy has a significant positive effect on intrinsic motivation and work engagement. Intrinsic motivation significantly affects employees' work engagement. Intrinsic motivation significantly and partially mediates the influence of occupational self-efficacy on NNA employee's work engagement.

1. Introduction

The provincial National Narcotics Agency (NNA) carries out tough tasks in a work program called P4GN (prevention, eradication, abuse and illicit narcotics). This difficult task must be carried out by human resources who are reliable and happy with their work so that they are closely attached to their work. In carrying out these main duties and functions, this agency requires employees who are closely attached to their work, which enables them to carry out their main duties and functions well, both as a team and individually. A cohesive team certainly consists of individuals who like their work and have a good attachment to their work (Armstrong, 2023).

The results of initial research at this agency showed that only 6 out of 67 employees were engaged. There were 27 employees (44.26%) who had a moderate level of work motivation, and the remaining 28 people (45.90%) had a low level of work motivation. Then, there were 24 employees (39.34%) who had a moderate level of occupational self-efficacy and 34 employees (55.74%) who had a low level of self-efficacy.

Work engagement (Armstrong, 2003) shows how far a worker or employee keeps doing his work which means his work is an embodiment of work that has become one with him. This happens partly due to intrinsic motivation which



encourages them to be integrated with their work (Henryhand, 2009). A worker or employee can attach himself to work because the work motivates him (Khan, 1990). Workers or employees who are attached to their work are manifested in the activity of truly keeping going because work becomes a determinant matter, and attachment happens because work progress becomes an important motive (Albrecht, 2010).

Intrinsic motivation is a drive to carry out an activity for satisfaction attached to it for some separate consequence (Sarma, 2023). Employees who are intrinsically motivated work for enthusiasm and are intrinsically bound to challenges internal to the individual himself, not for external gain. Intrinsic motivation in the workplace is a draft that is more life and deeper compared to extrinsic motivation (Sarma, 2023). The study results (Sarma, 2003), show that organizations are better off concentrating on intrinsic motivation because the needs and demands of the workforce are always changing. This study intended (1) To analyze the direct influence of occupational self-efficacy on Intrinsic motivation, (2) To analyze the direct influence of Occupational Self-efficacy on work engagement, (3) to analyze the mediation effect of Intrinsic Motivation on the influence of Occupational Self-efficacy to BNN employees' work engagement in Banjarmasin (South Kalimantan Province).

2. Literature Review

Work engagement

Work engagement is the employee's self-empowerment regarding his role in work by optimizing himself to contribute in a way of physique, cognitive, emotional, and operative roles for the benefit of the organization (Armstrong, 2023). Work engagement is also defined as a strong work mentality from employees' determination to identify their job as

part of themselves (Albdour, 2020). Work engagement produces positive performance, at the individual level, it can be seen in the form of personal development and at the organizational level in the form of quality performance. This means that in their work role, employees involve personal aspects, use personal energy, and make sense of the experience and emotions associated with work, Whereas the job role run by an employee is a chance to display behavior, channel energy, and express emotion (Ivancevich, 2021).

Work engagement can be measured using indicators from (Schaufeli, 2006). This indicator consists of (1) Vigor which is characterized by (1.1) working full of energy, (1.2) working very hard, (1.3) working with enthusiasm, and (1.4) when you wake up in the morning you want to go to work immediately. (2) Absorption, reflected in (2.1) liking to work intensively, (2.2) being immersed in work, and (2.3) being carried away by work. (3) Dedication, including (3.1) enthusiastic about his work, (3.2) inspired by his work, (3.3) proud of his work.

Employee work engagement can be increased through self-efficacy and/or work motivation, where work motivation can be influenced by their occupational self-efficacy. Intrinsic work motivation is influenced by occupational self-efficacy, and intrinsic motivation influences work engagement. Therefore, intrinsic motivation can act as an intermediary or mediate the influence of occupational self-efficacy on employee work engagement (Luthans, 2020).

Intrinsic motivation

Intrinsic motivation is defined as the urge to carry out an activity for the satisfaction inherent in it with several consequences of its own (Sarma, 2023). Intrinsically motivated employees work enthusiastically and face internal challenges, not for external gain. Here rewards are an opportunity for employees to learn, develop themselves, and use their potential. Intrinsic motivation in the workplace is a



clearer and deeper concept compared to extrinsic motivation (Sarma, 2023). Companies generally focus on increasing employee satisfaction through extrinsic motivators. However, emerging research on motivation in the workplace suggests that it is better to concentrate on intrinsic motivation. This is because the needs and demands of the world of work are always changing. The top five factors that unlock intrinsic motivation in the workplace are autonomy, challenge, recognition, guidance, and assessment (Sarma, 2023).

Intrinsic motivation has at least 9 real indicators (Thakor, 1994). The nine indicators of intrinsic motivation are realized as encouragement, which means: (1) Work provides an opportunity to become a person, (2) Work provides value to achieve the desired value, (3) Work provides an opportunity to use abilities to the maximum. , (4) Work is important as a way to earn a living, (5) Work provides control over life, (6) Work provides joy in carrying out it, (7) Work is challenging to do (8) Work provides an opportunity to grow into a good person, (9) Work allows developing into a stable person.

Antecedents or causes of intrinsic motivation include autonomy, challenge, recognition, assessment, and guidance (Sarma, 2023). Intrinsic motivation can be influenced by the uniqueness of goal associations, the congruence between activities and goals, repeated goal-activity pairings, and the proximity of activities to goals (Fishbach, 2022). A person's occupational self-efficacy can stimulate intrinsic motivation, namely a person's belief in their ability to complete a job and vice versa. Intrinsic motivation is also a source of a person's work engagement. Gibbs (2021) found that high-quality job design pays attention to human aspects in such a way. Job design becomes a motive that moves workers from within (intrinsic motivation). Then, the antecedents of intrinsic motivation are (1) uniqueness of goal associations, (2) congruence between activities and

goals, (3) repeated activity-goal pairings, (4) closeness of activities and goals, (5) quality of job design, and (6) A person's self-efficacy is related to his work (occupational self-efficacy).

Occupational self-efficacy

Occupational self-efficacy (Bandura, 2007) is a belief held by a person regarding his abilities and the results that will be obtained from his hard work. In social cognitive theory, Indrawati (2011) further states that Occupational Self-efficacy helps a person make choices, efforts to progress, and the tenacity they show in facing difficulties, as well as the level of anxiety or natural calm when maintaining tasks in their lives.

This research uses the occupational self-efficacy measurement, which consists of 6 manifest items of the occupational self-efficacy scale (Rigotti, 2008). The reasons for selecting this occupational self-efficacy measurement are because (1) it is appropriate to the object under study, (2) this occupational self-efficacy instrument is a simpler short version, and (3) this short version of occupational self-efficacy has greater validity and reliability. high with a weighted score (loading factor) in the range of 0.742 to 0.896.

This occupational self-efficacy measurement is based on the understanding that an employee's occupational self-efficacy is a person's sense of self-confidence in their abilities and skills, which is reflected in (1) being able to rely on one's own ability to calmly face work difficulties, (2) the ability to find several the right solution to work difficulties, (3) a person's ability to overcome whatever work obstacles that come their way, (4) a person's ability based on their experience to be ready to face work in the future, (5) a person's ability to fulfill the work goals they set for themselves, and (6) a person's readiness to carry out most of the job demands. This occupational self-efficacy measurement questionnaire uses 6 manifest items (Rigotti, 2008).



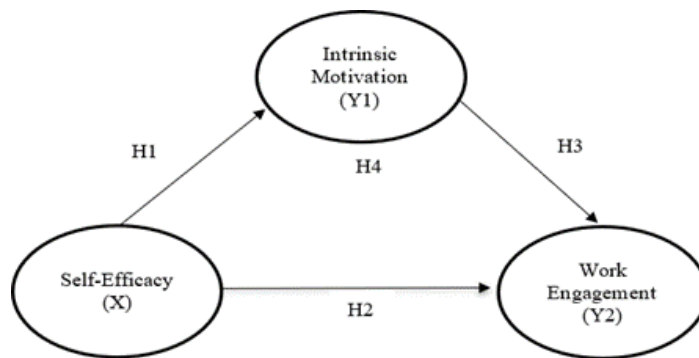


Figure 1. Research conceptual framework.

The effect of occupational self-efficacy on intrinsic motivation

High work self-efficacy in individuals in an organization makes them confident in their abilities so that these individuals who view work as an opportunity for achievement can use it as the highest possible work motivation. High levels of intrinsic motivation that arise from within a person at work can occur as a consequence of high levels of self-efficacy at work (Robinson, 2021).

The effects of occupational self-efficacy on work engagement

High occupational self-efficacy in an individual in an organization can identify being confident in his abilities so that he is aware of work as an opportunity for achievement so that self-efficacy can make him work with full energy, full dedication, and melt/absorb himself into his work (Robinson, 2021).

The effect of intrinsic motivation and work engagement

Intrinsic motivation is motivation that arises from within a person related to tasks and goals, making it a motive to encourage productive action by first attaching or involving oneself more with one's work, which is known as work engagement.

The effect of occupational self-efficacy, intrinsic motivation, and work engagement

The mediating role of intrinsic motivation on the influence of self-efficacy on work engagement can be understood as explained (Luthans, 2020). He further explained that employee occupational self-efficacy is characterized by employees who (1) know how to handle unexpected work, (2) know what needs to be done when work difficulties, (3) can calmly face work difficulties, (4) can find several solutions to work difficulties, (5) can overcome any job, (6) can prepare for the future of work, (7) can fulfill work goals, and (8) ready to meet job demands.

3. Methods

The type of research used is ex post facto explanatory quantitative research. Research location in Banjarmasin. The unit of analysis for this research is individual employees at the South Kalimantan Province National Narcotics Agency. The population is 61 employees, consisting of 39 civil servants and 22 government employees with work contracts. Sampling was taken using a total sampling technique.

The data analysis technique in this research uses path analysis techniques as a development of regression analysis techniques. Before carrying out the path analysis, first, we analyze (1) the validity and reliability of the instrument/data from the



questionnaire, (2) classical assumptions are tested both on the sub-model, namely the intrinsic motivation model (Y1), and on the main model, namely the work engagement model (Y2). Both models involve the variable occupational self-efficacy (X).

4. Results and Discussion

The test of direct influence of occupational self-efficacy (X) on intrinsic motivation (Y1)

As can be seen in Table 1, the results of a simple regression analysis of the intrinsic motivation model (Y1) on the independent variable occupational self-efficacy (X) of NNA employees in the SPSS output Coefficients table obtained a standard regression coefficient (B) of 0.467 with a calculated t-value of 4.057 and a calculated p-value (sig. probability) is 0.000. Based on the results of these calculations, the calculated p-value of 0.000 is smaller (<) than the critical p-value at the significance level $\alpha=5\%$ or 0.05. Thus, the decision is to accept the alternative hypothesis (H1). This means that Occupational Self-efficacy (X) has a direct and significant effect on the intrinsic motivation (Y1) of NNA employees based on the questionnaire data they filled out.

These findings support the theory which states that occupational self-efficacy determines work motivation, including intrinsic motivation, in addition to extrinsic motivation. The findings of this research support the results of previous research (Angraini, 2020; Bakker, 2006; Luthans, 2020) which stated that occupational self-efficacy influences intrinsic motivation.

The results of this research are evidence for human resource management to realize the importance of providing real action aimed at increasing occupational self-efficacy in order to enhance the intrinsic motivation of NNA employees.

NNA management's real efforts to increase the occupational self-efficacy of this organization's employees need to focus on the sources or causes of occupational self-efficacy as explained by Bandura (in Luthans, 2005) in the form of experience of mastery or

performance achievement; personal experience and modeling; social persuasion; physical and psychological improvement.

The test of the direct effect of occupational self-efficacy on work engagement

Based on Table 2, the results of the multiple linear regression analysis of the work engagement model (Y2) with the independent variables occupational self-efficacy (X) and intrinsic motivation (Y1) of NNA employees in the SPSS output Coefficients table obtained a standard regression coefficient (B), namely b2 of 0.301 with a t-value calculated 4.772 and calculated p-value (sig. probability) of 0.000. Based on the results of these calculations, the calculated p-value of 0.000 is smaller (<) than the critical p-value at the significance level $\alpha=5\%$ or 0.05. Thus, the decision is to accept the second hypothesis (H2), which states that occupational self-efficacy (X) has a direct and significant effect on work engagement (Y2). The results of this study certainly need to get the attention of NNA management, especially the head of civil service, by taking action based on the theory of the relationship between occupational self-efficacy and work engagement. The findings are in line with previous research (Robinson, 2021) and the theory stated by (Luthans, 2020; Moorhead, 2013).

The test of the direct effect of intrinsic motivation on work engagement

Table 2 also showed the results of the multiple regression analysis of the work engagement model (Y2) with the independent variables Occupational Self-efficacy (X) and intrinsic motivation (Y1) of NNA employees in the SPSS output Coefficients table obtained a standard regression coefficient (B), namely b3 of 0.722 with a calculated t value 11.332 and the calculated p-value (sig. probability) is 0.000. Based on the results of these calculations, the calculated p-value of 0.000 is smaller (<) than the critical p-value at the significance level $\alpha=5\%$ or 0.05. Thus, the



decision is to accept the alternative hypothesis (H3), which states that Occupational Self-efficacy (X) has a direct and significant effect on work engagement (Y2). Variables that influence intrinsic motivation include autonomy, challenge, recognition, assessment, and guidance (Sarma, 2023). Intrinsic motivation can be influenced by the uniqueness of goal associations, the match between activities and goals, repeated activity goal pairs, and the closeness of activities and goals (Fishbach, 2022). Gibbs (2021) found that high-quality job design by paying attention to human aspects in such a way causes the job design to become a motive that motivates workers from within (intrinsic motivation). These findings are in line with previous studies conducted by (Bakker, 2006; Pepe, 2020).

The test of the mediating effect of intrinsic motivation on the influence of occupational self-efficacy on work engagement

The mediating effect testing of intrinsic motivation (Y1) on the influence of Occupational Self-efficacy (X) on work engagement (Y2) of NNA employees requires testing the Sobel Test method. The calculation of the Z Sobel test statistic value uses two-tailed probability (because in this study, the formulation of the problem, objectives, and hypothesis does not mention its direction). Sobel Test calculations require information on non-standard regression coefficient (A) and error (SE_A) values both in the mediator model, namely the intrinsic motivation (Y1) model on the Occupational Self-efficacy (X) variable row as a sub-model of work engagement (Y2), as well as work engagement model (Y2) row variable intrinsic motivation (Y1) as B and SE_B.

The coefficient A in the simple regression model table of intrinsic motivation (Y1) was obtained at 0.748 with an error of 0.184, also in the multiple linear regression model for the work engagement model (Y2) in the line of intrinsic motivation (Y1) the coefficient B

was obtained at 0.926 with an error of 0.082. With information on coefficient A, coefficient B, standard deviation of coefficient A, namely SE_A, and standard deviation of coefficient B, namely SE_B, the Z value can be calculated using the Sobel Test Calculator application, which is available on the internet. Calculation of the Z value of the Sobel test statistic and two-tailed probability using the Sobel Test Calculator, namely the Sobel test statistic of 3.82492790 and the two-tailed probability of 0.000.

Based on the results of these calculations, it is obtained that (1) the Z Sobel test statistic of 3.82492790 is greater (>) than the Z Score at the significance level $\alpha = 5\%$ or 0.05, namely the Z score table is 1.960, and (2) two-tailed probability of 0.00013081 is smaller (<) than the critical p-value (sig. probability) $\alpha=5\%$ or 0.05. Based on the results of this calculation which are shown in Table 3, the decision is to accept hypothesis four (H4) which states that Intrinsic motivation (Y1) mediates the influence of Occupational Self-efficacy (X) on work engagement (Y2) of NNA employees if the Z Sobel test statistic (calculate) is bigger or equal to (\geq) of the Z Score at a significance level of $\alpha=5\%$ or 0.05, namely the Z score table is 1.960.

By accepting H4, which is in line with theory (Luthans, 2020), and previous studies (Bekker, 2006), this means that intrinsic motivation (Y1) significantly mediates the influence of Occupational Self-efficacy (X) on work engagement (Y2) of NNA employees. Therefore, it can be concluded that: (1) occupational self-efficacy (X) has a significant direct effect on work engagement (Y2); (2) intrinsic motivation (Y1) has a significant direct effect on work engagement (Y2). Thus, the mediating role of intrinsic motivation (Y1) on the influence of Occupational Self-efficacy (X) on work engagement (Y2) is partial, referring to Baron & Kenney's (1986) mediation theory.



Table 1. Calculation results of probability significance value.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,772	3,859		4,605	0,000
	X occupational self-efficacy	0,748	0,184	0,467	4,057	0,000

a. Dependent Variable: Z (Intrinsic Motivation).

Source: Results of SPSS processing of questionnaire data (2023).

Table 2. Calculation results of probability value significance.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,960	2,823		4,944	0,000
	X occupational self-efficacy	0,618	0,131	0,301	4,722	0,000
	Z work intrinsic motivation	0,926	0,082	0,722	11,332	0,000

a. Dependent Variable: Y (Work Engagement)

Source: Results of SPSS processing of questionnaire data (2023).

Table 3. Summary of path analysis results of NNA employee work engagement model.

Variable path			Large influence (Coefficient)			Decision
IV	ZMe	DV	Direct	Mediation	Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)
X	-	Z	0,467		0,467	H1 Accepted
X	-	Y	0,301		0,301	H2 Accepted
Z	-	Y	0,722		0,722	H3 Accepted
X	Z	Y	(0,467+0,722)	0,337	1,361	H4 Accepted

Information: IV (Independent variable), ZMe (Mediating Variable), DV (Dependent Variable), X (Occupational Self-Efficacy), Z (Work Intrinsic Motivation), Y (Work Engagement). The direct effect hypothesis was carried out by the t-test, and the mediation effect was tested by the Sobel test.

Source: Data proceed (2023).

5. Conclusion

The conclusion based on the research results is: (1) Occupational self-efficacy significantly influences work motivation, (2) Occupational self-efficacy significantly influences work engagement, (3) Intrinsic

motivation significantly influences work engagement, (H4) Intrinsic motivation significantly mediates partially the influence of occupational self-efficacy on work engagement of South Kalimantan NNA employees.



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