



The Effect of Self-Efficacy and Motivation on The Innovative Behavior of Civil Servants at The Population and Civil Registration Office of Pontianak City

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ABSTRACT

This study aims to analyze the effects of Self-Efficacy and Motivation on the Innovative Behavior of Civil Servants at the Population and Civil Registration Office of Pontianak City. The study uses a quantitative approach with an associative research design. The sample consisted of 43 Civil Servants selected using a total sampling or census technique. Data were obtained through interviews and questionnaire distribution, and were then analyzed using multiple linear regression with the assistance of SPSS version 26. The correlation coefficient indicates a strong relationship between Self-Efficacy and Motivation with Innovative Behavior, while the coefficient of determination indicates that the two variables are able to explain 46.2% of the variation in Innovative Behavior. The simultaneous test results show that Self-Efficacy and Motivation jointly have a significant effect on Innovative Behavior. Partially, Self-Efficacy and Motivation have positive and significant effects on Innovative Behavior.

INTRODUCTION

In government organizations, the role of Civil Servants is not only related to the implementation of administrative duties, but also to the quality of services received by the public. The increasing use of technology-based services requires employees to be able to adapt, have confidence in their abilities, and remain motivated to seek more effective ways of working. In this situation, confidence in one's abilities and work motivation become part of the process that shapes employee involvement in generating and implementing more innovative ways of working. Agustina and Mahdi (2025) showed that high motivation and self-efficacy are associated with stronger organizational commitment. Such commitment can encourage employee involvement in innovative behavior through the development and implementation of new ideas (Xerri & Brunetto, 2013). The relationship between confidence in one's abilities, work motivation, and innovative behavior forms part of employee work dynamics when organizations carry out service processes that continuously involve adjustments in work methods and the use of technology.

The Population and Civil Registration Office of Pontianak City is a regional government agency that provides population administration and civil registration services based on Pontianak Mayor Regulation Number 134 of 2021. Its duties include policy formulation and implementation, evaluation and reporting, office administration, and other functions related to population and civil registration services (Pontianak Mayor Regulation Number 134 of 2021). In 2026, this agency had 74 employees consisting of 44 Civil Servants and 30 Non-PNS employees distributed across the secretariat and three service divisions (Population and Civil Registration Office of Pontianak City, 2026). The services provided cover 43 types of service standards, ranging from population biodata registration, issuance of population documents, population transfers, to the registration of various vital events (Decree of the Head of the Population and Civil Registration Office of Pontianak City Number 4/Disdukcapil/2026). The wide range of services is carried out alongside the use of digital systems and outreach services in population administration activities.

Internal data show changes in employee discipline and performance over the past several years. The PNS absenteeism rate was recorded at 10.59% in 2022, increased to 13.29% in 2023, decreased to 10.15% in 2024, and then increased to 17.08% in 2025 (Population and Civil Registration Office of Pontianak City, 2026). The number of disciplinary sanctions also changed from one case in 2022 to none in 2023 and 2024, before increasing to seven sanctions in 2025 (Population and Civil Registration Office of Pontianak City, 2026). On the other hand, performance ratings show that 98% of PNS received a Good rating in 2022 and all PNS received a Good rating in 2023, 2024, and 2025 (Population and Civil Registration Office of Pontianak City, 2026). These changes occurred while PNS discipline was regulated through Government Regulation of the Republic of Indonesia Number 94 of 2021, which sets out obligations, prohibitions, and categories of disciplinary sanctions.

A problem more directly related to this study is evident from an interview with the Head of the General Affairs and Personnel Subdivision. Some

employees, particularly senior employees, still show limited confidence in operating modern public service software and applications, while the agency has implemented a number of technology-based services such as PIONIRS, SIANTAN, and Digital Population Identity (Population and Civil Registration Office of Pontianak City, 2026). The Office has also developed outreach services through PECI HAJI, TEMPAYAN BELING, MANGGIS SI ABIL, and MANDALA, as well as integrated services such as CATAT KAWIN and BALAK (Population and Civil Registration Office of Pontianak City, 2026). The Community Satisfaction Survey score was recorded at 91.58 in 2023, decreased to 91.49 in 2024, and increased to 92.11 in 2025 (Population and Civil Registration Office of Pontianak City, 2026). These conditions indicate that the development of service innovations takes place alongside demands for employees to adapt to technology and changes in work methods. In this situation, motivation and self-efficacy are relevant aspects because opportunities to innovate, collaborate, master tasks, and perform roles independently may be associated with work motivation and employees' confidence in their ability to meet job demands (Mahdi & Ardiansyah, 2026).

The scientific relevance of the relationship among self-efficacy, motivation, and innovative behavior is also reflected in previous studies related to employee discipline, attendance, and performance. Borgogni et al. (2013) found that self-efficacy did not have a direct effect on work absence but was indirectly related through job satisfaction. Aronsson et al. (2021) showed that work motivation had a negative relationship with sickness absence, indicating that higher levels of motivation were associated with lower levels of absenteeism. Fadriana et al. (2025) found that self-efficacy and motivation had positive and significant effects on the work discipline of voluntary workers and honorary employees. Suparjo et al. (2024) also showed that work discipline had a positive and significant effect on innovative behavior. These findings position self-efficacy and motivation as variables that have been examined in relation to work behavior, but their relationship with innovative behavior among population administration service personnel still needs to be examined directly.

Previous studies reveal a more specific research space concerning the relationships among the variables used in this study. Bassori et al. (2025) found that self-efficacy had a positive and significant effect on innovative work behavior among employees of an automotive company. Susanti and Lizarti (2021) showed that motivation had a positive and significant effect on the innovative behavior of bank employees. Widyasari et al. (2023) simultaneously examined work motivation and innovative behavior in relation to employee performance, while Liputo et al. (2025) positioned work motivation and self-efficacy as variables affecting nurses' performance. Differences in research objects, variable arrangements, and the directions of the relationships examined indicate that, within the data used here, no study has directly examined Self-Efficacy and Motivation simultaneously in relation to the Innovative Behavior of Civil Servants at the Population and Civil Registration Office of Pontianak City.

This study focuses on Civil Servants at the Population and Civil Registration Office of Pontianak City by concentrating the analysis on Self-

Efficacy, Motivation, and Innovative Behavior. Based on the empirical problems and differences in the focus of previous studies, this study aims to analyze the effects of Self-Efficacy and Motivation on the Innovative Behavior of Civil Servants at the Population and Civil Registration Office of Pontianak City, both partially and simultaneously.

THEORETICAL REVIEW

Self-Efficacy

Self-efficacy is an individual's belief in his or her ability to organize and carry out the actions required to achieve certain outcomes (Bandura, 1997). Self-efficacy reflects an individual's confidence in his or her ability to face demands and complete work (Uppathampracha & Liu, 2022). This belief is related to an individual's readiness to engage in the development and implementation of new ideas in the workplace (Gkontelos et al., 2023). Self-efficacy is also associated with work behavior that supports the broader performance of duties within an organization (Fida et al., 2025). Bandura (1997) divides self-efficacy into three dimensions, namely level, generality, and strength. The relationship between self-efficacy and innovative behavior is also demonstrated in the study by Bassori et al. (2025), which found that self-efficacy had a positive and significant effect on innovative work behavior among employees of an automotive company.

H1: Self-Efficacy (X1) has a positive and significant effect on Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City.

Motivation

Motivation is a condition that drives or provides a reason for a person to consciously perform an action or activity (Hadari Nawawi, 1997 in Adhari, 2021). Motivation reflects an individual's drive to sustain effort and involvement in work, including in producing innovative behavior (Susanti & Lizarti, 2021). In public organizations, public service motivation is related to employees' tendency to contribute through improvements in their work (Lee & Kim, 2024). Motivation also plays a role in encouraging employees to adjust work methods and develop new approaches to service delivery (Pham et al., 2024). Based on Maslow's (1954) theory, motivation is explained through five needs, namely physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Empirically, Susanti and Lizarti (2021) showed that motivation had a positive and significant effect on the innovative behavior of bank employees.

H2: Motivation (X2) has a positive and significant effect on Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City.

Innovative Behavior

Innovative behavior is related to elements of novelty, idea implementation, and the innovation process in carrying out work (West & Farr, 1990). Jong et al. (2003) divide innovative behavior into two main stages, namely the initiation stage and the implementation stage. Innovative behavior includes employee activities in generating, introducing, and implementing new ideas at work (AlEсса & Durugbo, 2022). This behavior reflects an individual's involvement in the innovation process from idea generation to implementation

(Farrukh et al., 2023). In public organizations, innovative behavior is influenced by individual factors, team interactions, and organizational characteristics (Srirahayu et al., 2023). In this study, Innovative Behavior is positioned as the dependent variable (Y), which is analyzed based on the effects of Self-Efficacy (X1) and Motivation (X2).

H3: Self-Efficacy (X1) and Motivation (X2) simultaneously have a significant effect on Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City.

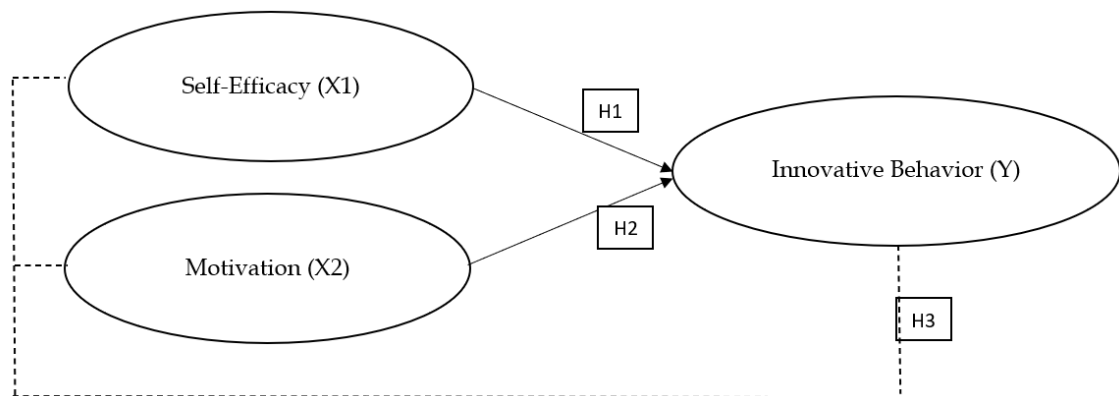


Figure 1. Conceptual Framework

METHODOLOGY

This study applies an associative approach to examine the relationship and effects of Self-Efficacy (X1) and Motivation (X2) on Innovative Behavior (Y). An associative approach is used when a study is directed at examining the relationship between two or more variables while assessing the effects formed among those variables (Sujarweni, 2025). The research data consist of primary and secondary data. Primary data were obtained through an interview with the Head of the General Affairs and Personnel Subdivision of the Population and Civil Registration Office of Pontianak City and through questionnaires distributed to Civil Servants. Secondary data include the number of employees by division, absenteeism rates, types of sanctions, and PNS performance ratings. The study population consisted of 43 Civil Servants at the Population and Civil Registration Office of Pontianak City in 2026, excluding the Head of the Office, and the entire population was used as the sample through a total sampling or census technique (Sugiyono, 2023). The study uses Self-Efficacy and Motivation as independent variables and Innovative Behavior as the dependent variable, while respondents' answers were measured using a five-point Likert scale, ranging from a score of 1 for Strongly Disagree to a score of 5 for Strongly Agree.

According to Bandura (1997), individual self-efficacy can be measured using three dimensions: level, generality, and strength. According to Maslow's theory (1954), work motivation can be measured using the following indicators: physiological needs, safety needs, belonging needs, esteem needs, and self-actualization needs. According to Jong et al. (2003), innovative behavior can be measured using the indicators of opportunity exploration, idea generation, idea

championing, and idea application, which are divided into two stages that individuals go through.

Instrument feasibility was tested through validity and reliability tests. Item validity was analyzed using product moment correlation, with an item declared valid when the r-count value exceeded the r-table value (Siregar, 2017). With 43 respondents, 41 degrees of freedom, and a 5% significance level, the r-table value used was 0.301. Instrument reliability was analyzed using Cronbach's Alpha through SPSS version 26, with an acceptable reliability coefficient above 0.60 (Siregar, 2017). Before hypothesis testing, the model was analyzed through classical assumption tests consisting of normality, linearity, and multicollinearity. Normality was tested using Kolmogorov-Smirnov, and the data were considered normal when the significance value was greater than 0.05 (Sujarweni, 2019). Linearity was tested through the Test for Linearity at the 0.05 level to determine the linear relationship between the independent and dependent variables (Gunawan, 2020). Multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values, with indications of a problem when Tolerance ≤ 0.10 and VIF ≥ 10 (Ghozali & Kusumadewi, 2023).

The main analysis used multiple linear regression to measure the effects of Self-Efficacy and Motivation on Innovative Behavior using the model $Y = a + b_1X_1 + b_2X_2$ (Siregar, 2017). The strength of the relationship among variables was assessed using the multiple correlation coefficient, with relationship categories ranging from very weak to very strong (Siregar, 2017), while the contribution of the independent variables to the dependent variable was assessed using the coefficient of determination (R^2) (Siregar, 2017). Hypothesis testing was conducted through the simultaneous test (F) and partial test (t). The F test was used to assess the joint effects of Self-Efficacy and Motivation on Innovative Behavior, while the t test was used to assess the effect of each independent variable separately (Siregar, 2017). The statistical values were obtained through SPSS and compared with an F-table of 3.15 and a t-table of 1.68 at a 5% significance level as the basis for hypothesis decision-making.

RESEARCH RESULTS

Test Research Instruments

Validity Test

The validity test aims to ensure that each questionnaire item is able to measure the variable accurately. An item is declared valid if r-count $>$ r-table, with an r-table value of 0,301 at a significance level of 0.05. The validity test results are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Self-Efficacy (X1)	X1.1	0.722	0.301	Valid
	X1.2	0.576		
	X1.3	0.499		
	X1.4	0.468		
	X1.5	0.602		
	X1.6	0.610		

Motivation (X2)	X1.7	0.673	0.301	Valid
	X1.8	0.446		
	X1.9	0.409		
	X2.1	0.474		
	X2.2	0.493		
	X2.3	0.541		
	X2.4	0.378		
	X2.5	0.354		
	X2.6	0.442		
	X2.7	0.385		
	X2.8	0.581		
	X2.9	0.388		
	X2.10	0.587		
	X2.11	0.586		
	X2.12	0.508		
Innovative Behavior (Y)	X2.13	0.498	0.301	Valid
	X2.14	0.457		
	X2.15	0.457		
	Y1.1	0.572		
	Y1.2	0.412		
	Y1.3	0.437		
	Y1.4	0.338		
	Y1.5	0.422		
	Y1.6	0.374		
	Y1.7	0.312		
	Y1.8	0.407		
	Y1.9	0.554		
	Y1.10	0.697		
	Y1.11	0.456		
	Y1.12	0.360		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all items for the Self-Efficacy (X1), Motivation (X2), and Innovative Behavior (Y) variables were declared valid because the r-count value > r-table.

Reliability Test

The reliability test aims to determine the consistency and reliability of the research instrument in measuring a variable. The reliability test is used to assess instrument consistency. An instrument is declared reliable if the Cronbach's Alpha value ≥ 0.60 . The reliability test results for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Self-Efficacy (X1)	0.721	9	Reliable
Motivation (X2)	0.755	15	
Innovative Behavior (Y)	0.689	12	

Source: Processed Data, 2026

Based on the reliability test results in Table 2, the Self-Efficacy (X1), Motivation (X2), and Innovative Behavior (Y) variables were declared reliable because the Cronbach's Alpha value > 0.60 .

Classical Assumption Test

Normality Test

The normality test aims to determine whether the research data or residuals are normally distributed, thereby determining the appropriateness of using subsequent statistical analyses. The test used the Kolmogorov-Smirnov method, with the data declared normal when the Asymp. Sig. (2-tailed) value ≥ 0.05 . The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	43
Test Statistic	0.102
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source: Processed Data, 2026

Based on the normality test results in Table 3, the Asymp. Sig. (2-tailed) value was $0.200 > 0.05$; therefore, it can be concluded that the residuals of the regression model are normally distributed.

Linearity Test

The linearity test aims to determine whether the relationship between the independent and dependent variables is linear and therefore appropriate for analysis using linear regression. The linearity test results using SPSS software are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Innovative Behavior * Self-Efficacy	.004	.872	Linear
Innovative Behavior * Motivation	.000	.824	

Source: Processed Data, 2026

The linearity test results in Table 4 show that Self-Efficacy (X1) and Motivation (X2) have linear relationships with Innovative Behavior (Y), because the Sig. Deviation from Linearity values are 0.872 and 0.824, respectively, both greater than 0.05.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation among the independent variables in the regression model. The multicollinearity test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Self-Efficacy	0.946	1.057
	Motivation	0.946	1.057

a. Dependent Variable: Innovative Behavior

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, Self-Efficacy (X1) and Motivation (X2) do not exhibit symptoms of multicollinearity, because the Tolerance value of $0.946 > 0.10$ and the VIF value of $1.057 < 10.00$.

Hypothesis Test

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis aims to determine the direction and magnitude of the effects of variables X1 and X2 on variable Y, both partially and jointly. The analysis results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.445	0.486		2.974	0.005
	Self-Efficacy	0.232	0.081	0.341	2.860	0.007
	Motivation	0.418	0.097	0.515	4.322	0.000

a. Dependent Variable: Innovative Behavior

Source: Processed Data, 2026

Based on the multiple linear regression analysis results in Table 6, the following multiple linear regression equation was obtained:

$$Y = 1.445 + 0.232X_1 + 0.418X_2$$

The interpretation is as follows:

- 1) The model constant of 1.445 indicates that if Self-Efficacy (X₁) and Motivation (X₂) are equal to 0, Innovative Behavior (Y) has a value of 1.445.
- 2) The Self-Efficacy coefficient (b₁) of 0.232 means that each one-unit increase in Self-Efficacy will increase Innovative Behavior by 0.232 units.
- 3) The Motivation coefficient (b₂) of 0.418 indicates that each one-unit increase in Motivation will increase Innovative Behavior by 0.418 units.

Correlation Coefficient Analysis (R)

The multiple correlation coefficient analysis aims to determine the overall strength of the relationship between the independent variables and the

dependent variable. The correlation coefficient test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	0.462	0.436	0.14720
Predictors: (Constant), Motivation, Self-Efficacy.				

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, an R value of 0.680 indicates a strong relationship between Self-Efficacy and Motivation jointly with Innovative Behavior.

Coefficient of Determination (R^2)

The coefficient of determination analysis aims to determine the extent to which the independent variables contribute to explaining variation in the dependent variable. Its value is indicated by R Square (R^2) and is generally expressed as a percentage. Based on the correlation analysis results in Table 7, the R Square value of 0.462 indicates that Self-Efficacy (X1) and Motivation (X2) are able to explain 46.2% of the variation in Innovative Behavior (Y), while 53.8% of the variation in Innovative Behavior is explained by other factors outside the model.

Simultaneous Test (F Test)

The simultaneous test (F Test) aims to determine whether the independent variables jointly have a significant effect on the dependent variable. The test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	0.747	0.374	17.241	.000 ^b
Residual	0.867	0.022		
Dependent Variable: Innovative Behavior				
Predictors: (Constant), Motivation, Self-Efficacy.				

Source: Processed Data, 2026

Based on the simultaneous test (F Test) results in Table 8, the F-count value of 17.241 > the F-table value of 3.15 with a significance value of 0.000 < 0.05 indicates that Self-Efficacy (X1) and Motivation (X2) simultaneously have a significant effect on Innovative Behavior (Y). H3 is accepted.

Partial Test (t Test)

The partial test (t-test) aims to determine the individual effect of each independent variable on the dependent variable. The test results using SPSS software are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.445	0.486		2.974	0.005
	Self-Efficacy	0.232	0.081	0.341	2.860	0.007
	Motivation	0.418	0.097	0.515	4.322	0.000
a. Dependent Variable: Innovative Behavior						

Source: Processed Data, 2026

Based on Table 9, the partial test results show that:

- 1) Self-Efficacy (X1) has a positive and significant effect on Innovative Behavior (Y), with a t-count value of $2.860 > 1.68$ and a significance value of $0.007 < 0.05$. H1 is accepted.
- 2) Motivation (X2) has a positive and significant effect on Innovative Behavior (Y), with a t-count value of $4.322 > 1.68$ and a significance value of $0.000 < 0.05$. H2 is accepted.

DISCUSSION

The Effect of Self-Efficacy on Innovative Behavior

The results show that Self-Efficacy (X1) has a positive and significant effect on the Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City. This is indicated by a t-count value of 2.860, which is greater than the t-table value of 1.68, and a significance value of $0.007 < 0.05$. The regression coefficient of 0.232 also indicates a positive direction of effect, meaning that an increase in self-efficacy tends to be followed by an increase in employees' innovative behavior. This finding illustrates that employees' confidence in their own abilities is associated with their courage to generate, develop, and implement new ideas at work. The results of this study are consistent with Ramadhan and Izzati (2023), who found that self-efficacy had a positive and significant effect on innovative behavior. This finding strengthens the result of the present study that the higher employees' confidence in their own capacity, the greater their tendency to demonstrate innovative behavior in carrying out their duties.

The Effect of Motivation on Innovative Behavior

The results show that Motivation (X2) has a positive and significant effect on the Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City. The partial test obtained a t-count value of $4.322 > 1.68$ with a significance value of $0.000 < 0.05$. The regression coefficient of 0.418 indicates that an increase in motivation is followed by an increase in employees' innovative behavior. This coefficient is also higher than the Self-Efficacy coefficient of 0.232, indicating that motivation makes a stronger partial contribution in this research model. This finding indicates that employees' drive in carrying out their work is associated with their willingness to seek more effective ways of working, develop ideas, and implement improvements in completing tasks. The results of this study are consistent with Susanti & Lizarti (2021), who showed that motivation had a positive and significant effect on

innovative behavior. These results strengthen the position of motivation as one of the factors associated with increased employee innovative behavior.

The Effect of Self-Efficacy and Motivation on Innovative Behavior

The results show that Self-Efficacy (X1) and Motivation (X2) simultaneously have a significant effect on the Innovative Behavior (Y) of Civil Servants at the Population and Civil Registration Office of Pontianak City. The F test obtained an F-count value of 17.241 > the F-table value of 3.15 with a significance value of $0.000 < 0.05$. The correlation coefficient of 0.680 indicates a strong relationship between the two independent variables and innovative behavior, while the R Square value of 0.462 indicates that Self-Efficacy and Motivation are able to explain 46.2% of the variation in Innovative Behavior, while 53.8% is influenced by other factors outside the research model. This finding shows that employees' innovative behavior is not only related to confidence in their own abilities, but also to the motivation that supports employees in taking action, developing ideas, and implementing improvements in their work. The results of this study are consistent with Permana & Rusmana (2022), who found that self-efficacy and motivation jointly affected innovative behavior. This finding reflects that improvements in employee innovative behavior can be associated with simultaneously strengthening self-confidence and motivation.

CONCLUSIONS AND RECOMMENDATIONS

The results show that Self-Efficacy has a positive and significant effect on the Innovative Behavior of Civil Servants at the Population and Civil Registration Office of Pontianak City. Employees who are confident in their abilities tend to be more prepared to face job demands, develop ideas, and try new ways of working in completing their duties. In a continuously evolving public service environment, confidence in one's abilities is an important factor that supports employees' ability to adapt and make improvements.

Motivation also has a positive and significant effect on Innovative Behavior. Employees with stronger work motivation tend to be more active in seeking effective ways of working, contributing ideas, and participating in service improvements. In this study, motivation plays a stronger role than Self-Efficacy in shaping Innovative Behavior. Jointly, Self-Efficacy and Motivation affect Innovative Behavior. This finding shows that innovative behavior is supported not only by employees' confidence in their abilities, but also by the motivation to use those abilities in their work.

Based on the research findings, the Population and Civil Registration Office of Pontianak City is advised to strengthen employee self-efficacy through training, assistance in the use of technology, and competency development. Employee motivation also needs to be maintained by providing opportunities to express ideas, involving employees in improving work processes, and recognizing initiatives that are beneficial to service delivery. Future research may consider other factors related to Innovative Behavior and expand the research object to other public service agencies.

FURTHER STUDY

Future research may add variables related to innovative behavior, such as leadership, organizational support, organizational culture, work environment, work engagement, and job satisfaction. A larger number of respondents and a broader range of agencies may also be used so that the findings have better generalizability. Qualitative approaches or mixed methods may be used to explore more deeply the reasons employees develop, accept, and implement new ideas in their work.

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