



The Influence of Organizational Culture and Self-Efficacy on Organizational Commitment of Civil Servants at the Central Bureau of Statistics of Pontianak

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ABSTRACT

This study analyzes the influence of organizational culture and self-efficacy on the organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak. The approach employed is connected quantitative with saturation sampling methodology such that the whole group of 34 participants was utilised as the sample. Data were gathered by surveys and interviews and analyzed by multiple linear regression using the equation $Y = 0.172 + 0.558X_1 + 0.378X_2$. The findings of the study suggest that the association among organizational culture and self-efficacy with organizational commitment is considered strong with a value of the correlation coefficient (R) of 0.784. With an R² value of 0.614, it means that 61.4% of the variance in organizational commitment can be described by organizational culture and self-efficacy, while the remaining 38.6% is affected by other factors outside the study model. The simultaneous test indicated that organizational culture and self-efficacy together had a substantial influence on organizational commitment. In the meanwhile, the partial test demonstrates that the organizational culture has a positive and significant influence on organizational commitment and self-efficacy has an important and beneficial effect on organizational commitment.

INTRODUCTION

Human resources are the main element in organizations because all operational activities are carried out by the workforce which is managed systematically to achieve institutional goals (Tsauri, 2013). Human resource management includes efforts to obtain, retain, and develop the workforce so that it can be utilized effectively and efficiently in supporting the achievement of organizational goals (Adamy, 2016). From an organizational perspective, workforce management is not only oriented toward technical aspects, but is also related to values, beliefs, and behaviors that develop within the work environment (Mullins in Fattah, 2018). These values and beliefs are reflected in organizational culture which serves as a guideline for organizational members in acting and differentiates the characteristics of one organization from another (Mas'ud in Adamy, 2016).

The behavior patterns of the employees are influenced by the organizational culture by means of a system of values and standards that are common in the organization (Mullins in Fattah, 2018). Apart from the organizational culture characteristics, individual psychological variables like self-efficacy also affect the way people do their work (Bandura in Busro, 2017). Self-confidence is the conviction that a person can do activities and attain particular outcomes (Fattah, 2018). This idea has effect on the establishment of work attitudes connected to dedication to the organization (Busro, 2017). Organizational commitment is the individual's connection to institutional aims and values, which enhances specific job behaviors (Colarelli & Bishop in Busro, 2018).

The Central Bureau of Statistics of Pontianak is a non-ministerial government institution tasked with providing quality, complete, and accurate statistical data for various parties (Central Bureau of Statistics of Pontianak, 2025). In carrying out its duties, BPS of Pontianak is supported by human resources totaling 35 employees with the largest composition in the position of First Expert Statisticians (Central Bureau of Statistics of Pontianak, 2025). This condition shows the dominance of functional personnel in the implementation of statistical activities at the regional level (Central Bureau of Statistics of Pontianak, 2025). This human resource structure reflects the importance of technical and professional competencies in supporting organizational performance (Central Bureau of Statistics of Pontianak, 2025).

In its implementation, the dynamics of human resources at BPS of Pontianak can be seen from the employee absenteeism rate which fluctuated during the 2022–2025 period (Central Bureau of Statistics of Pontianak, 2025). The absenteeism rate increased in 2023 and 2024 before decreasing in 2025 (Central Bureau of Statistics of Pontianak, 2025). Conceptually, absenteeism is a measure of employee absence and is computed as the ratio of the amount of days missing compared to the number of working days (Hasibuan, 2017). Increased absenteeism can be related to organizational behavior influenced by perceptions of norms and values prevailing in the work environment (Ruhle & Süß, 2020). In addition, organizational commitment has been proven to have a relationship with absenteeism levels, where high affective and normative commitment correlates with reduced absenteeism (Woods et al., 2012).

Another phenomena that develops is the disparity in the level of confidence among experienced workers and new employees (Bandura in Busro, 2017). Employees who have work experience and training tend to have higher confidence in completing tasks compared to those with limited experience (Fattah, 2018). These differences in self-efficacy indicate variations in individual ability to respond to job demands (Busro, 2017). In previous study, self-efficacy does not directly affect absenteeism but has an indirect effect through other variables such as job satisfaction (Borgogni et al., 2013). This means that self-efficacy influences the dynamics of the employees' work behavior via certain methods (Borgogni et al., 2013).

BPS of Pontianak also implements an organizational culture based on the BerAKHLAK values as the foundation of civil servant behavior (Circular Letter of the Minister of PANRB Number 20 of 2021). The implementation of this organizational culture is reflected in organizational culture surveys which show an increase in the index from 2022 to 2025 (Central Bureau of Statistics of Pontianak, 2025). The average value of the organizational culture index reached 55.0% in 2025, which is the highest value during the observation period (Central Bureau of Statistics of Pontianak, 2025). This increase indicates efforts to internalize organizational values through routine activities such as briefings and strengthening internal communication (Central Bureau of Statistics of Pontianak, 2025).

However, employee performance conditions which are generally in the good category have not fully reflected optimal service quality (Central Bureau of Statistics of Pontianak, 2025). The outcomes of the data needs survey show that there are still service attributes that fall into the priority improvement quadrant (Central Bureau of Statistics of Pontianak, 2025). This condition indicates a gap among expectations and service performance in certain aspects (Central Bureau of Statistics of Pontianak, 2025). In previous studies, organizational culture and self-efficacy have been proven to influence performance through mediation mechanisms such as motivation and organizational commitment (Alfariz & Muda, 2025; Ekowati et al., 2022). In addition, organizational commitment also has a relationship with employee performance with a positive direction of relationship (Permata, 2022).

Much of the study conducted so far has identified organizational norms and self-confidence as predictors of organizational commitment and has confined the study using organizational dedication as a dependent variable in governance institutions (Usmany et al., 2016). Studies conducted in the manufacturing sector demonstrates that the organizational climate has a positive and substantial influence on employee organizational commitment (Samsiah & Winasis, 2020), at the same time, self-efficacy has a substantial effect on organizational commitment of personnel of telecoms companies (Firdaus et al., 2022). Self- confidence also has a good effect on organizational dedication at SMC Samarinda Hospital (Abidin et al., 2016). Other study in the government sector demonstrates that organizational culture and self-efficacy combined are associated to the degree of organizational dedication of Civil Servants at the Department of Marine and Fisheries of East Java Province (Rahmawati & Swasti, 2025). In the empirical, the

outcomes of this study show that organizational culture and self-efficacy have a positive effect on organizational commitment. Differences in objects and organizational characteristics need to be further tested in other municipalities, such as the Central Bureau of Statistics of Pontianak.

The study aims to explore the effect of organizational culture and self-efficacy on the organizational commitment of Civil Servants in the Central Bureau of Statistics of Pontianak based on this description. The study is conducted to determine experimentally the correlations among variables in a setting of a government organization. The outcomes of the study are intended to provide a picture of the involvement of organizational and psychological elements in the formation of employee commitment. These findings can also serve as a basis in human resource management related to strengthening organizational culture and employee self-efficacy.

LITERATURE REVIEW

Organizational Culture

The culture of the organization is the common principles and ideas that form the bedrock of the organization's identity and influence the behaviour of its members (Kreitner & Kinicki in Adamy, 2016). Organizational culture is a shared understanding that forms the basis of every action and planning within the organization and also functions as a binding element to align perceptions and perspectives of members in achieving organizational goals (Sutrisno, 2019). Culture is social glue that holds the organization together, giving clear norms for what workers should say and do (Putri & Yusuf, 2022).

The aspects of organizational culture include observable behavioral rules, norms, prevailing values, philosophy, regulations and organizational environment (Luthans in Adamy, 2016). Observed behavioral rules reflect patterns of interaction that develop within the organization. Norms describe the standards of behavior that apply within the organization. Dominant values indicate the organization's orientation toward quality and efficiency. Philosophy relates to organizational policies in treating members. Rules function as guidelines in carrying out organizational activities. Organizational climate describes the condition of work interactions within the organization. The empirical outcomes indicate that organizational culture has a considerable effect on organizational commitment among industrial sector personnel (Usmany et al., 2016). Other study indicate that organizational culture affects organizational dedication in the government sector, although its influence is considerable but partial (Ayal et al., 2019).

H1: Organizational Culture has a positive and significant effect on the Organizational Commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.

Self-Efficacy

Self-confidence is an individual's level of conviction in his or her capacity to organize and execute courses of action to attain particular objectives (Bandura in Fattah, 2018). Tanjung, et al (2020) states that self-efficacy is the conviction of a person in his/her capacity to carry out activities effectively. Self-efficacy consists

of three characteristics namely magnitude, strength and generality. According to Roni (2024), improving employee self-efficacy is one way to stabilize performance, because confidence in ability makes it easier for institutions to design strategies for performance improvement.

Self-efficacy has three components: magnitude, strength and generality (Ivancevich et al. in Fattah, 2018). Magnitude relates to the level of task difficulty that can be handled by an individual. Strength indicates the level of an individual's confidence in their abilities. Generality is how broadly this viewpoint may be applied in different contexts. Study has shown that in the business sector, confidence has a positive and substantial influence on organizational commitment (Ekowati et al., 2022). The findings suggest that the individual's conviction in their abilities is related to the individual's loyalty to the organization. Abidin et al. (2016) proved that self-efficacy had a positive and substantial influence on organizational commitment in SMC Samarinda Hospital. This evidence reveals that there is a positive link among confidence and organizational commitment.

H2: Self-Efficacy has a positive and significant effect on the Organizational Commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.

Organizational Commitment

Organizational commitment is the employee's attitude of loyalty that is exhibited via the desire to stay and participate in the organization (Yusuf & Syarif, 2017). Ilahi et al. (2017) said that organizational commitment is an essential behavioral factor to measure the likelihood of workers to stay as members of the organization. Claudia et al. (2018) theory suggests that organizational commitment is not only the desire of the person to stay as an employee of the organization, but also a feeling of responsibility for responsibilities and duties, and the desire to progress the organization.

Organizational commitment has three characteristics of emotional commitment, continuous commitment and normative commitment (Meyer & Allen in Yusuf & Syarif, 2017). Affective commitment is emotional connection to the organization. The continuance commitment are financial factors in leaving the organization. Normative commitment refers to a sense of responsibility to continue with the organization. Organizational commitment is used as a variable influenced by organizational culture in the industrial sector (Usmany et al., 2016). Rahmawati & Swasti (2025) state that organizational culture and self-efficacy are jointly related to the level of organizational commitment of Civil Servants at the Department of Marine and Fisheries of East Java Province, indicating that these two variables simultaneously influence organizational commitment in the government environment.

H3: Organizational Culture and Self-Efficacy simultaneously have a positive and significant effect on the Organizational Commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.

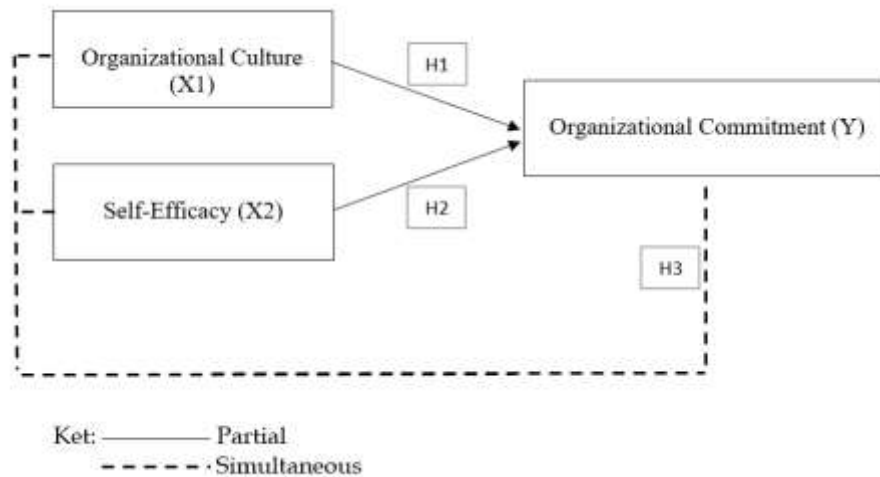


Figure 1. Conceptual Framework

METHODOLOGY

This study used a quantitative associative approach to examine the effect of organizational culture and self-efficacy on organizational commitment. This approach was applied because it is intended to identify relationships among variables and explain the observed phenomenon empirically (Siregar, 2017). The population consisted of all civil servants at the Central Bureau of Statistics of Pontianak, totaling 34 employees, excluding the Head of Office. Since the population was limited, this study used a saturated sampling technique, in which all population members were selected as respondents (Sugiyono, 2013).

Data were collected from primary and secondary sources. Primary data were obtained through interviews and questionnaires distributed to civil servants at the Central Bureau of Statistics of Pontianak. Secondary data were obtained from institutional documents, including employee numbers, absenteeism records, and average employee performance ratings (Siregar, 2017). This study involved organizational culture (X1) and self-efficacy (X2) as independent variables, and organizational commitment (Y) as the dependent variable. The variables were measured using a Likert scale with five response options ranging from strongly disagree to strongly agree (Sugiyono, 2013).

Data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, correlation coefficient, coefficient of determination, F-test, and t-test. Validity was tested using product-moment correlation, while reliability was tested using Cronbach's Alpha with a criterion of $\alpha > 0.60$ (Siregar, 2017). Classical assumption tests included normality, linearity, and multicollinearity tests based on tolerance and Variance Inflation Factor values (Machali, 2021). Multiple linear regression was used to examine the effect of organizational culture and self-efficacy on organizational commitment using the model $Y = a + b_1X_1 + b_2X_2$. The F-test was used to assess the simultaneous effect, while the t-test was used to examine the partial effect of each independent variable at a 5% significance level (Siregar, 2017).

RESEARCH RESULTS

Data Analysis

Study Instrument Test

a. Validity Test

The validity test was carried out employing the Pearson Product Moment correlation based approach with a significance level of 0.05 with 34 data and a degree of freedom (df) of 32, such that the r-table value is 0.3388. Table 1 shows the outcomes of the validity test of the statement on the organizational culture variable (X1).

Table 1. Validity Test Outcomes

Variable	Indicator	r-count	r-table	Description
Organizational Culture (X1)	X1.1	0.700	0.3388	Valid
	X1.2	0.768		
	X1.3	0.886		
	X1.4	0.747		
	X1.5	0.714		
	X1.6	0.843		
	X1.7	0.874		
	X1.8	0.778		
	X1.9	0.765		
	X1.10	0.694		
	X1.11	0.779		
	X1.12	0.717		
	X1.13	0.788		
	X1.14	0.801		
	X1.15	0.853		
	X1.16	0.798		
	X1.17	0.719		
Self-Efficacy (X2)	X2.1	0.829	0.3388	Valid
	X2.2	0.788		
	X2.3	0.843		
	X2.4	0.839		
	X2.5	0.786		
	X2.6	0.833		
	X2.7	0.869		
	X2.8	0.698		
	X2.9	0.752		
Organizational Commitment (Y)	Y.1	0.841	0.3388	Valid
	Y.2	0.723		
	Y.3	0.734		
	Y.4	0.748		
	Y.5	0.766		
	Y.6	0.824		
	Y.7	0.763		
	Y.8	0.746		
	Y.9	0.850		

Source: Processed Data, 2026

The outcomes of the validity test in table 1 demonstrate that all indicators in the variables of Organizational Culture (X1), Self-Efficacy (X2), and Organizational Commitment (Y) have an r-count value above the value of r-table of 0.3388. This criterion implies that every statement item has passed the validity test and may be utilised as an instrument in this study.

b. Reliability Test

The test for reliability was done to know the amount of consistency or dependability of the components of the statement in the survey as a study tool. Reliability testing in this study uses the Cronbach's Alpha technique. The criteria employed is that the instrument is judged accurate if the Cronbach's Alpha value is > 0.60 . The findings of the dependability testing are as follows.

Table 2. Reliability Test Outcomes

Variable	Cronbach's Alpha	N of items	Minimum Reliabilities	Description
Organizational Culture	0.961	18	0.60	Reliable
Self-Efficacy	0.931	9		
Organizational Commitment	0.918	9		

Source: Processed Data, 2026

Based on the findings of the reliability test of the variables Organizational Culture (X1), Self-Efficacy (X2), and Organizational Commitment (Y) shown in Table 2, all factors have a Cronbach's Alpha value over 0.60. This means that all items of the statement have passed the dependability criterion and may be utilised in this study.

Classical Assumption Test

a. Normality Test

The normality test is one of the traditional assumption tests which aims to find out if the remaining information are normally distributed or not utilising the Kolmogorov-Smirnov test. Regularity depends on the significance value (alpha) on which the data is said to be normal if the Asymp Sig value is more than alpha. The outcomes of the normalcy test are shown in Table 3.

Table 3. Normality Test Outcomes

Test	Value
N (Sample)	34
Kolmogorov-Smirnov Z	.064
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source: Processed Data, 2026

Table 3 shows that the Asymp. Sig. (2-tailed) value is 0.200 which is higher than the significance threshold of 0.05. Thus, it may be inferred that the data investigated in this study are regularly distributed.

b. Linearity Test

The linearity test was performed using Test for Linearity technique, where the connection is said to be straight if the significance level of Linearity < 0.05 and

deviation from linearity > 0.05 . The findings of the linearity test among Organizational Culture (X1) and Organizational Commitment (Y) are shown in Table 4.

Table 4. Linearity Test Outcomes

Relationship between Variables	Sig. Deviation from Linearity	Sig. Linearity	Description
Organizational Culture * Organizational Commitment	.160	0.000	Linier
Self-Efficacy * Organizational Commitment	.863	0.000	Linier

Source: Processed Data, 2026

Based on Table 4, the Deviation from Linearity values for organizational culture and self-efficacy toward organizational commitment are 0.160 and 0.863, respectively, both exceeding 0.05. The Linearity significance value for both relationships is $0.000 < 0.05$. Therefore, the relationships between organizational culture and organizational commitment, as well as between self-efficacy and organizational commitment, are linear.

c. Multicollinearity Test

To evaluate if there was a connection among independent variables in the regression model, the multicollinearity test was performed by looking at the Tolerance and VIF values, if Tolerance > 0.10 and VIF < 10 then the model was pronounced free from multicollinearity symptoms. The testing was done using SPSS and the outcomes are shown in Table 6.

Table 6. Multicollinearity Test Outcomes

Variable	Tolerance	VIF
Organizational Culture	0,869	1,151
Self-Efficacy	0,869	1,151

Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

The outcomes of the multicollinearity test are shown in Table 6. The tolerance value of organizational culture variables (X1) and self-efficacy (X2) is $0.869 > 0.10$, and the VIF value is $1.151 < 10$. This shows that there is no multicollinearity problem among independent variables.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to analyze the influence of organizational culture and confidence on organizational commitment. The findings of the examination are shown in Table 7.

Table 7. Multiple Linear Regression Analysis Outcomes

Variable	Coefficients	t Statistic	Significance Value
(Constant)	.172	.357	.723
Organizational Culture	.558	4.715	.000
Self-Efficacy	.378	3.142	.004

Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

According on the previous Table 7, the equation for multiple linear regression may be constructed as follows: $Y = 0.172 + 0.558X_1 + 0.378X_2$ and it may be argued that:

- 1) The constant (a) is 0.172; This implies if the value of organizational culture variable (X1) and self-efficacy variable (X2) is zero, then the value of organizational commitment (Y) is 0.172.
- 2) The value of the regression coefficient for the organizational culture variable (b1) is 0.558, which means that if the value of the organizational culture variable grows by a single unit, then the value of the organizational commitment parameter increases by 0.558 units.
- 3) Regression coefficient value of the variable self-efficacy (b2) is 0.378, implying that if the worth of self-efficacy variable rises by one unit, the value of the organizational commitment variable referred to as increases by 0.378 units.

b. Correlation Coefficient

In this paper the multiple correlation coefficient is employed to quantify the amount of the closeness of the link among three or more variables. The correlation coefficient value reveals if there is a link among the variables. The correlation coefficient data are provided in below.

Table 8. Correlation Coefficient Test Outcomes (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.589	.53275
Predictors:(Constant), Organizational Culture, Self-Efficacy				
Dependent Variable: Organizational Commitment				

Source: Processed Data, 2026

Based on table 8 it is found the value of correlation coefficient (R) is 0.784. It suggests that the association among organizational culture and confidence variable to organizational commitment is strong since it is in the range of 0.60–0.799.

c. Coefficient of Determination

The coefficient of determination (R²) in this investigation is shown in Table 8 above. The coefficient of determination (R²) value is 0.614. This implies that 61.4% of organizational commitment can be described by the organizational culture and self-efficacy, while the remaining 38.6% is effected by additional factors not examined in this study.

d. Simultaneous Effect Test (F Test)

Simultaneous test This test is used to examine the influence of all independent factors simultaneously on the dependent variable. The test was done using SPSS and the outcomes are shown in below

Table 9. Simultaneous Test Outcomes

Model	Sum of Squares	Mean Square	F	Significance
Regression	13.992	6.996	24.649	.000 ^b

Residual	8.798	.284
Dependent Variable: Organizational Commitment		
Predictors:(Constant), Organizational Culture, Self-Efficacy		
<i>Source: Processed Data, 2026</i>		

According to the outcome of the simultaneous test in Table 9, the F-count value is $24.649 > F\text{-table } 3.30$ and the corresponding significance value is $0.000 < 0.05$, so H3 is accepted, which means that there is a significant simultaneous effect among organizational culture and self-efficacy variables on the organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.

e. Partial Effect Test (t Test)

The t test (partial) is used to check the influence of every variable that is independent separately on work ethic. The findings of the t test are provided in Table 10. The explanation of the t test outcomes is as follows:

Table 10. Partial Test Outcomes

Variable	Coefficients	t Statistic	Significance Value
(Constant)	.172	.357	.723
Organizational Culture	.558	4.715	.000
Self-Efficacy	.378	3.142	.004
Dependent Variable: Organizational Commitment			

Source: Processed Data, 2026

From the outcomes of the partial test in Table 10 aforementioned, then the value of t-count is compared with the value of t-table. The findings of the (partial) t test may be interpreted as follows:

- 1) The influence of organizational culture on organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak showed a t-count value (4.715) bigger than the t-table (2.03693) with a significant value of 0.000 less than 0.05, which means that H1 is accepted. This suggests that organizational culture partly affects organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.
- 2) The influence of self-efficacy on organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak, the t-count value (3.142) is more than the t-table (2.03693) with a significant value of 0.004 lower than 0.05, therefore H2 is accepted. It suggests that self-efficacy has a somewhat significant influence on the organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak.

DISCUSSION

The Effect of Organizational Culture (X1) on Organizational Commitment (Y)

The outcome of the partial test shows that the organizational culture has an important effect on the organizational commitment of the Civil Servants in the Central Bureau of Statistics of Pontianak, with the value of t-count of 4.715 is greater than t-table of 2.03693 and significance of 0.000 is less than 0.05. The figure of regression coefficient of 0.558 implies that if there is an increase in the organizational culture then the organizational commitment will grow. This

conclusion is in accordance with the study of Utarayana & Adnyani (2020) which states that organizational culture has a good influence on organizational commitment, their study was performed at the Regional Secretariat of Denpasar City. This is also in accordance with study conducted by Samsiah & Winasis (2020) which states that organizational culture has a positive and substantial effect on employee organizational dedication at PT. Siegwerk Indonesia Surabaya. Both studies show that organizational culture has a considerable effect on organizational commitment in both manufacturing and government industries. It empirically demonstrates that a change in the amount of employee organizational commitment is connected with a change in organizational culture.

The Effect of Self-Efficacy (X2) on Organizational Commitment (Y)

Partial test outcome shows that self-efficacy has substantial influence on organizational commitment of Civil Servants at Central Bureau of Statistics of Pontianak with t-count value of 3.142 more than t-table value of 2.03693 and significance of 0.004 less than 0.05. The outcome of the regression coefficient of 0.378 suggests that there is a rise in self-efficacy accompanied by an increase in organizational commitment. The findings are in line with the study of Firdaus et al. (2022) that self-efficacy has a major influence concurrently on organizational commitment among personnel in the telecommunications industry. The study of Abidin et al. (2016) further reveals that self-efficacy has a positive and substantial influence on organizational commitment at SMC Samarinda Hospital. Empirically, this means that there is a positive association among self-efficacy and organizational commitment.

The Effect of Organizational Culture (X1) and Self-Efficacy (X2) Simultaneously on Organizational Commitment (Y)

The outcomes of the simultaneous test show that the combination of organizational culture and self-efficacy has a significant effect on organizational commitment of Civil Servants at the Central Bureau of Statistics of Pontianak with F count = 24.649 greater than F table = 3.30 and significance = 0.000 < 0.05. The value of the correlation coefficient of 0.784 demonstrates that the association among both independent variables and organizational commitment is in the strong category. A coefficient of determination value of 0.614 indicates that 61.4% of the variation in organizational commitment can be explained by organizational culture and self-efficacy. These outcomes illustrate the joint relationship of the two variables with the changes in organizational commitment in the study model. The outcomes of this study are in line with the study of Rahmawati & Swasti (2025) which states that there is a relationship among organizational culture and self-efficacy with the level of organizational commitment of Civil Servants in the Department of Marine and Fisheries of East Java Province. These two variables are related to the level of organizational commitment in government organizations.

CONCLUSION AND RECOMMENDATIONS

The outcomes of this study indicate that organizational culture and self-efficacy have a substantial influence on the organizational commitment of the

Civil Servants of the Central Bureau of Statistics of Pontianak both partly and concurrently. The findings of the use of multiple linear regression produced the equation $Y = 0.172 + 0.558X_1 + 0.378X_2$, indicating that both factors have a positive direction of association with organizational commitment. The coefficient of correlation 0.784 indicates that there is a strong relationship among organizational culture and self-efficacy with organizational commitment, the coefficient of determination 0.614 shows that 61.4% of the variation of organizational commitment can be attributed to both of these variables in the study model.

These outcomes suggest that relationships exist among changes in the amount of employee organizational commitment and changes in organizational culture and self-efficacy. The value of the regression coefficient of organizational culture is 0.558 and self-efficacy is 0.378 which partially suggests that both factors contribute to explain the variance of organizational commitment. The findings of the simultaneous test with an F-count value of 24.649 is more than the F-table value of 3.30 and a significance of 0.000 reveal that both variables combined are connected to organizational commitment.

From a practical point of view, the findings of this study show that organizational culture and self-efficacy are the characteristics related with organizational commitment in the organization. Human resource management in relation to these two factors might affect the amount of commitment to employees. Further, the high correlation among independent factors and the dependent variable implies that variation in organizational culture and self-efficacy is consistent with variation in organizational commitment in the study model.

ADVANCED RESEARCH

Future study should explore additional variables not addressed in this study, given that 38.6% of variance in organizational commitment is determined by additional variables outside the study's model. Factors related to organizational commitment may be examined in a larger scope such as satisfaction with work, work motivation, leadership style, and work environment. In addition, future study can expand the study object to other institutions so that the outcomes obtained can be compared and have a wider scope. Study development can also be carried out with different approaches to examine the relationships among variables more deeply in various organizational conditions.

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