

THE EFFECTS OF CAREER DEVELOPMENT AND SELF-EFFICACY ON ORGANIZATIONAL COMMITMENT AMONG CIVIL SERVANTS AT THE PONTIANAK CITY LIBRARY AND ARCHIVES OFFICE

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Abstract

This study examines the effects of Career Development and Self-Efficacy on the Organizational Commitment of civil servants at the Pontianak City Library and Archives Office. The study employed a quantitative approach with an associative research design. Primary data were collected through interviews and questionnaires, while supporting data were obtained from the institution's personnel records. The respondents comprised 40 civil servants employed in 2026, excluding the Head of the Office. Because the entire population was included as respondents, a census sampling technique was applied. The results indicate that Career Development has a positive and significant effect on Organizational Commitment. Self-Efficacy also has a positive and significant effect on Organizational Commitment. The simultaneous test further demonstrates that Career Development and Self-Efficacy jointly have a significant effect on Organizational Commitment. The correlation coefficient indicates a moderately strong relationship.

Keywords: Career Development, Self-Efficacy, Organizational Commitment.

1. INTRODUCTION

Increasing demands for public services require public organizations to maintain not only service performance but also employees' willingness to remain involved in and committed to organizational goals. Human resource management therefore extends beyond the allocation of work and includes human resource planning, recruitment, development, compensation, maintenance, and separation to support both organizational and individual objectives (Yuliani, 2023). Within this process, career development concerns the management of learning, work experience, skills, and knowledge throughout an employee's career (Fiernaningsih et al., 2024). Employee behavior is also influenced by self-efficacy, which reflects an individual's belief in their ability to organize and execute the actions required to deal with particular situations (Suciati et al., 2022). These factors are relevant to organizational commitment because commitment reflects employees' acceptance of organizational goals and their willingness to remain members of the organization (Mathis & Jackson, 2021, as cited in Busro, 2018).

The Pontianak City Library and Archives Office faces growing public-service demands. The number of library visitors increased from 14,591 in 2023 to 20,674 in 2024

and 36,533 in 2025, while mobile library visits increased from 853 to 1,527 and then to 3,780 during the same period (Pontianak City Library and Archives Office, 2026). In 2026, the institution employed 50 personnel, consisting of 41 civil servants and nine government employees under work agreements (Pontianak City Library and Archives Office, 2026). The Community Satisfaction Index also increased from 89.90 in 2023 to 91.50 in 2024 and 92.00 in 2025, placing service quality in the “very good” category (PermenPANRB, 2017). These developments indicate that the institution is operating under increasing service activity while maintaining favorable public-service assessments.

However, the improvement in service indicators was accompanied by changes in employee attendance. The absenteeism rate among civil servants increased from 0.45% in 2023 to 0.65% in 2024 and 0.68% in 2025 (Pontianak City Library and Archives Office, 2026). Absenteeism refers to employee absence due to illness, authorized leave, unexcused absence, or other forms of leave during scheduled working days (Hasibuan, 2020). Total late-arrival time also increased from 115,148 minutes in 2023 to 147,223 minutes in 2024 and 179,220 minutes in 2025. Early-departure time declined from 135,229 minutes in 2023 to 110,718 minutes in 2024 before increasing substantially to 205,143 minutes in 2025 (Pontianak City Library and Archives Office, 2026). These patterns do not by themselves establish low organizational commitment, but they provide an empirical reason to examine factors associated with employees’ attachment to the organization. Career development has been associated with work discipline because self-discipline forms part of improvements in work quality (Busro, 2018). Rahmat et al. (2023) found that career development affects work discipline, while Siregar (2020) reported an effect of self-efficacy on work discipline.

The institution also experienced fluctuations in employee development activities. The number of civil servants receiving rank promotions increased from five employees in 2023 to eight in 2024, before declining to two in 2025. Participation in education and training programs involved seven employees in 2023, eight in 2024, and five in 2025, while employee transfers or reassignments involved two, four, and one employee, respectively, during the same period (Pontianak City Library and Archives Office, 2026). Career progression may be reflected in the development of employees’ positions and ranks during their tenure in an organization (Guarso, 2003, as cited in Busro, 2018). Previous findings have also shown that job training positively affects employee career development (Prasetyo et al., 2021), while employee transfers can contribute positively to career development (Raudah & Mujahadah, 2023). These conditions make career development relevant to the study of organizational commitment, particularly because weak organizational commitment has been associated with absenteeism, work delays, declining work quality, and a reduced desire to remain in an organization (Sopiah, 2008, as cited in Priansa, 2018).

At the same time, the performance of civil servants at the Pontianak City Library and Archives Office during 2023–2025 was categorized as good, with work outcomes and work behavior meeting organizational expectations (Pontianak City Library and Archives Office, 2026). This condition suggests that organizational commitment cannot be understood only from formal career opportunities or attendance patterns. Individual beliefs about the ability to perform work also need to be considered. Self-efficacy is related to employees’ confidence in their ability to achieve work performance through the capabilities they possess (Meria & Tamzil, 2021). Organizational commitment is likewise important because employee attachment can influence an organization’s ability to achieve its objectives

(Prasetyo et al., 2020). In public-service organizations, such commitment is particularly relevant because employee commitment is associated with efforts to provide satisfactory services to the public (Hakim & Putri, 2022). The public value perceived in one's work may also strengthen employees' belief that their work produces meaningful benefits for society (Nur et al., 2025).

Previous research has provided empirical evidence regarding the relationship between career development, self-efficacy, and organizational commitment. Virginia et al. (2025) found that career development had a positive and significant effect on organizational commitment among employees of PT Air Minum Giri Menang Perseroan Daerah Mataram, in a model that also included compensation. Ningsih and Suryatni (2025) reported that self-efficacy had a positive and significant effect on organizational commitment among employees of the East Lombok Regency Regional Revenue Agency while also examining work ethic and career development. Prasetyo et al. (2020) examined employee commitment in relation to organizational goal achievement and job placement. These studies establish the relevance of career development and self-efficacy to organizational commitment, but they were conducted in different organizational settings and under different combinations of explanatory variables. Consequently, their findings do not directly explain the relationship between these factors and organizational commitment among civil servants at the Pontianak City Library and Archives Office.

The research gap is therefore not based on the assumption that career development and self-efficacy have never previously been studied together. Rather, the empirical gap lies in the limited evidence from a public-service institution with the organizational characteristics and employee conditions observed at the Pontianak City Library and Archives Office. At the theoretical level, career development and self-efficacy represent two different but complementary sources of organizational commitment. Career development reflects an organizationally structured process through which employees improve their work-related capabilities and pursue their expected career trajectory (Rivai & Sagala, 2004, as cited in Busro, 2018), whereas self-efficacy reflects an individual belief in the ability to organize and perform actions required to accomplish a task (Bandura, 1977). Organizational commitment, in turn, reflects employees' involvement, loyalty, and desire to remain part of the organization (Greenberg & Baron, 2003, as cited in Fiernaningsih et al., 2024). Examining career development and self-efficacy within the same model therefore allows organizational commitment to be understood from both an organizational-development perspective and an individual-capability perspective.

Based on this framework, this study aims to analyze the partial and simultaneous effects of Career Development and Self-Efficacy on the Organizational Commitment of civil servants at the Pontianak City Library and Archives Office. The theoretical contribution of this study lies in examining organizational commitment by bringing together an organizational factor, represented by career development, and an individual psychological factor, represented by self-efficacy, within the context of civil servants in a public-service institution. Rather than proposing a new theory, the study provides contextual evidence on whether these two complementary factors remain relevant in explaining organizational commitment in a government organization. Practically, the findings are expected to provide the Pontianak City Library and Archives Office with an empirical basis for evaluating

employee development policies and identifying whether strengthening career development and employees' confidence in their work capabilities should receive greater attention in efforts to maintain organizational commitment.

2. RESEARCH METHOD

This study employed an associative research approach because it was designed to examine the relationships of Career Development and Self-Efficacy with Organizational Commitment (Siregar, 2020). The analysis used both primary and secondary data. Primary data were collected through an interview with the Head of the Office and questionnaires administered to civil servants at the Pontianak City Library and Archives Office. Secondary data were obtained from institutional documents containing information on personnel, attendance, tardiness, performance achievements, community satisfaction, rank promotions, education and training activities, and employee transfers (Siregar, 2020).

The research population comprised 40 civil servants employed at the Pontianak City Library and Archives Office in 2026, excluding the Head of the Office. Because all members of the population were included as respondents, the sample was determined using census sampling (Sugiyono, 2023). Career Development was specified as the first independent variable (X1), Self-Efficacy as the second independent variable (X2), and Organizational Commitment as the dependent variable (Y) (Sugiyono, 2023). Career Development was assessed through the dimensions of career clarity, self-development, and performance quality improvement (Busro, 2018). Self-Efficacy was measured through the dimensions of magnitude, strength, and generality, which represent task difficulty, the strength of personal beliefs, and the breadth with which individual capabilities are applied across different activities (Ananda & Awaluddin, 2023). Organizational Commitment was analyzed through affective commitment, continuance commitment, and normative commitment, which relate respectively to emotional attachment, consideration of the costs associated with leaving the organization, and a perceived obligation to remain in the organization (Meyer & Allen, in Coetzee, 2005, as cited in Busro, 2018).

Each questionnaire response was measured using a five-point Likert scale, ranging from 1 for Strongly Disagree to 5 for Strongly Agree (Sugiyono, 2023). The data were processed using SPSS. Instrument quality was assessed through a validity test using Product-Moment correlation and a reliability test using Cronbach's alpha, with 0.60 established as the minimum acceptable reliability threshold (Siregar, 2020). The assumptions of the regression model were examined through the Kolmogorov-Smirnov normality test, the Test for Linearity, and a multicollinearity test based on the Tolerance and Variance Inflation Factor (VIF) values (Ghozali, 202). Subsequent analyses included multiple linear regression, the multiple correlation coefficient, the coefficient of determination, the F-test to assess the joint effect of both independent variables, and the t-test to evaluate the individual effect of each independent variable on Organizational Commitment (Siregar, 2020).

3. RESULTS

Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measured the research variables. Validity was assessed by comparing the r-count values with the r-table value. With a sample of 40 respondents, the degrees of freedom were $df = 40 - 2$

= 38; therefore, the r-table value at the 0.05 significance level was 0.312. The validity test results for all questionnaire items are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Career Development (X1)	X1.1	0.689	0.312	Valid
	X1.2	0.718		
	X1.3	0.612		
	X1.4	0.608		
	X1.5	0.632		
	X1.6	0.542		
	X1.7	0.540		
	X1.8	0.389		
	X1.9	0.434		
Self-Efficacy (X2)	X2.1	0.744	0.312	Valid
	X2.2	0.690		
	X2.3	0.796		
	X2.4	0.807		
	X2.5	0.572		
	X2.6	0.545		
	X2.7	0.757		
	X2.8	0.752		
Organizational Commitment (Y)	Y1.1	0.574	0.312	Valid
	Y1.2	0.651		
	Y1.3	0.596		
	Y1.4	0.774		
	Y1.5	0.831		
	Y1.6	0.714		
	Y1.7	0.683		
	Y1.8	0.649		
	Y1.9	0.566		

Source: Processed Data, 2026

As shown in Table 1, all indicators of Career Development (X1), Self-Efficacy (X2), and Organizational Commitment (Y) have r-count values greater than the r-table value of 0.312. Accordingly, all questionnaire items are valid and appropriate for use as data-collection instruments.

Reliability Test

The reliability test was conducted to assess the internal consistency of the questionnaire as a research instrument using Cronbach's alpha. An instrument was considered reliable when its Cronbach's alpha value was ≥ 0.60 . The reliability test results for all variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliability	Description
Career Development (X1)	0.750	9	0.60	Reliable
Self-Efficacy (X2)	0.852	8		
Organizational Commitment (Y)	0.847	9		

Source: Processed Data, 2026

As shown in Table 2, all variables have Cronbach's alpha values above 0.60. Therefore, the instruments measuring Career Development (X1), Self-Efficacy (X2), and Organizational Commitment (Y) are reliable and suitable for use in this study.

Normality Test

The normality test was conducted using the Kolmogorov–Smirnov method to determine whether the research data were normally distributed. The data were considered normally distributed when the significance value was ≥ 0.05 . The SPSS test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	40
Test Statistic	.087
Asymp.Sig.(2-tailed)	.200^c

Source: Processed Data, 2026

The normality test results presented in Table 3 show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Accordingly, the research data are normally distributed.

Linearity Test

The linearity test was conducted to determine whether the relationships between the independent variables and the dependent variable were linear using the Test for Linearity. A relationship was considered linear when the Linearity significance value was < 0.05 and the Deviation from Linearity significance value was > 0.05 . The test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Result
Organizational Commitment * Career Development	.000	.424	Linear
Organizational Commitment * Self-Efficacy	.001	.552	

Source: Processed Data, 2026

The linearity test results in Table 4 indicate that Career Development (X1) and Self-Efficacy (X2) each have a linear relationship with Organizational Commitment (Y). This is demonstrated by Linearity significance values of 0.000 and 0.001, respectively, both below 0.05, and Deviation from Linearity significance values of 0.424 and 0.552, respectively, both above 0.05.

Multicollinearity Test

The multicollinearity test was conducted to ensure that no strong correlations existed between the independent variables in the regression model. High correlations among independent variables may reduce the accuracy of parameter estimates and the reliability of the model. The SPSS test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Career Development	.859	1.164
	Self-Efficacy	.859	1.164

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

As shown in Table 5, Career Development (X1) and Self-Efficacy (X2) each have a VIF value of 1.164 and a Tolerance value of 0.859. Because the VIF values are < 10.00 and the Tolerance values are > 0.10, the regression model is free from multicollinearity.

Hypothesis Testing

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to estimate the partial and simultaneous effects of Career Development (X1) and Self-Efficacy (X2) on Organizational Commitment (Y). The estimated regression coefficients 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)	1.573	.588		2.677	.011
	Career Development	.214	.095	.319	2.241	.031
	Self-Efficacy	.385	.138	.398	2.791	.008
a. Dependent Variable: Organizational Commitment						

Source: Processed Data, 2026

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

$$Y = 1.573 + 0.214X_1 + 0.385X_2$$

- 1) The constant of 1.573 indicates that when Career Development (X1) and Self-Efficacy (X2) are equal to zero, the predicted value of Organizational Commitment (Y) is 1.573.
- 2) The Career Development coefficient (b_1) of 0.214 indicates that a one-unit increase in X1 is associated with a 0.214-unit increase in Organizational Commitment.
- 3) The Self-Efficacy coefficient (b_2) of 0.385 indicates that a one-unit increase in X2 is associated with a 0.385-unit increase in Organizational Commitment.

Multiple Correlation Coefficient Analysis (R)

The multiple correlation coefficient was used to measure the strength and direction of the relationship between the independent variables and the dependent variable. The results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

No.	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596 ^a	.355	.320	.26536

Predictors: (Constant), Self-Efficacy, Career Development.

Source: Processed Data, 2026

The correlation analysis presented in Table 7 yielded an R value of 0.596, indicating a moderately strong relationship between Career Development and Self-Efficacy, collectively, and Organizational Commitment. This indicates that Career Development and Self-Efficacy, when considered together, have a meaningful relationship with Organizational Commitment.

Coefficient of Determination (R²)

Based on the coefficient of determination presented in Table 7, the R-squared value of 0.355 indicates that Career Development and Self-Efficacy explain 35.5% of the variance in Organizational Commitment. The remaining 64.5% is explained by variables outside the research model. Thus, Career Development and Self-Efficacy provide a meaningful contribution to the model, although a larger proportion of Organizational Commitment is still influenced by factors not examined in this study.

Simultaneous Significance Test (F-test)

The F-test was used to assess the simultaneous effect of Career Development and Self-Efficacy on Organizational Commitment. The SPSS test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.434	.717	10.184	.000 ^b
Residual	2.605	.070		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Self-Efficacy, Career Development.

Source: Processed Data, 2026

The simultaneous test results presented in Table 8 show a F-count of 10.184, which exceeds the F-table value of 3.25, with a significance value of $0.000 < 0.05$. Therefore, Career Development and Self-Efficacy simultaneously have a significant effect on Organizational Commitment.

Partial Significance Test (t-test)

The t-test was used to assess the partial effect of each independent variable on the dependent variable. The SPSS test results 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)	1.573	.588		2.677	.011
	Career Development	.214	.095	.319	2.241	.031
	Self-Efficacy	.385	.138	.398	2.791	.008
a. Dependent Variable: Organizational Commitment						

Source: Processed Data, 2026

Based on the partial test results presented in Table 9, the critical t-value was 1.686. The results are interpreted as follows:

- 1) Career Development (X1) produced a calculated t-value of $2.241 > 1.686$ and a significance value of $0.031 < 0.05$, indicating that Career Development has a positive and significant effect on Organizational Commitment.
- 2) Self-Efficacy (X2) produced a calculated t-value of $2.791 > 1.686$ and a significance value of $0.008 < 0.05$, indicating that Self-Efficacy has a positive and significant effect on Organizational Commitment.

4. DISCUSSION

The Effect of Career Development on Organizational Commitment

The results show that Career Development has a positive and significant effect on Organizational Commitment. This finding indicates that better opportunities for career development are associated with stronger employee attachment to the organization. Career development is not limited to promotion, but also involves opportunities to improve knowledge, skills, work experience, and performance quality. When employees perceive that the organization provides room for professional growth, they are more likely to see their future as connected to the organization.

This relationship is particularly relevant in the Pontianak City Library and Archives Office, where the number of employees receiving rank promotions, participating in education and training, and undergoing transfers changed during 2023–2025. These conditions show that career development is part of the actual employment experience of civil servants in the institution. Career development therefore becomes important not only as an administrative process, but also as a way for employees to assess opportunities for professional progress within the organization.

The finding is consistent with Anggreni et al. (2023), who found that career development positively affects organizational commitment. It also supports Virginia et al. (2025), who reported a positive and significant effect of career development on organizational commitment. Although these studies were conducted in different organizational settings, the results point in the same direction: employees who perceive better opportunities for career growth tend to show stronger commitment to their organization.

The Effect of Self-Efficacy on Organizational Commitment

Self-Efficacy also has a positive and significant effect on Organizational Commitment. This result suggests that employees who have greater confidence in their ability to perform their duties, deal with work demands, and complete assigned tasks tend to develop stronger commitment to the organization. Self-efficacy gives employees confidence that they are capable of meeting work expectations, which can strengthen their willingness to remain involved in organizational activities.

In the context of the Pontianak City Library and Archives Office, this finding is relevant because civil servant performance during 2023–2025 was categorized as good, while the institution also experienced increasing public-service activity. Employees' belief in their own capabilities therefore becomes important when they are expected to maintain work performance while responding to organizational and service demands. The result also shows that organizational commitment is not shaped only by opportunities provided by the organization, but also by how employees evaluate their own ability to carry out their responsibilities.

This finding supports Dihaq et al. (2022), who found that self-efficacy positively affects organizational commitment. A similar result was reported by Ningsih and Suryatni (2025), who found a positive and significant relationship between self-efficacy and organizational commitment among employees of a regional government institution. In the present study, the standardized coefficient of Self-Efficacy is also higher than that of Career Development, indicating that Self-Efficacy has a relatively stronger contribution to Organizational Commitment within the tested model.

The Simultaneous Effects of Career Development and Self-Efficacy on Organizational Commitment

The results further show that Career Development and Self-Efficacy jointly have a significant effect on Organizational Commitment. This finding indicates that employee commitment is associated with both organizational opportunities for professional development and employees' confidence in their own capabilities. Career development provides opportunities for employees to progress within the organization, while self-efficacy supports their confidence in carrying out work responsibilities and facing work-related challenges.

For civil servants at the Pontianak City Library and Archives Office, these two factors appear to complement each other. Opportunities for promotion, training, and professional development may become more meaningful when employees also believe that they are capable of performing and developing successfully. At the same time, strong self-efficacy does not replace the importance of organizational support for career development. This explains why both variables remain relevant when examined together.

The result is in line with Asmike et al. (2024), who also found that Career Development and Self-Efficacy simultaneously affect Organizational Commitment. Taken together, the findings suggest that strengthening organizational commitment requires attention to both the opportunities employees receive from the organization and the confidence they develop in their own work capabilities.

5. CONCLUSION

The findings show that Career Development and Self-Efficacy contribute positively to the Organizational Commitment of civil servants at the Pontianak City Library and Archives Office. Career development is associated with stronger employee commitment when employees have opportunities to improve their capabilities and career progress within the organization. Self-efficacy also plays an important role, as employees who are more confident in their ability to perform their duties tend to show stronger organizational commitment. Among the two variables examined, Self-Efficacy shows a relatively stronger contribution to Organizational Commitment.

These findings suggest that the institution needs to give balanced attention to employee development and employees' confidence in carrying out their work. Career development practices, including opportunities for training, competency development, and career progression, should be managed consistently, while employees also need support that helps them strengthen confidence in handling their responsibilities and work demands. The findings therefore provide a practical basis for evaluating human resource development practices aimed at maintaining employee commitment.

This study is limited to Career Development and Self-Efficacy as predictors of Organizational Commitment and was conducted within a single public-sector institution. Future research may examine other factors related to Organizational Commitment, such as job satisfaction, perceived organizational support, organizational culture, leadership, and the work environment. Studies involving broader organizational settings and larger samples are also needed to determine whether similar patterns are found in other public-sector institutions.

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