



The Effect of Self-Efficacy and Organizational Commitment on the Innovative Work Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak

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ABSTRACT

The present research examines whether Self-Efficacy and Organizational Commitment contribute to the development of Innovative Work Behavior among Civil Servants working at the Department of Population and Civil Registration of Pontianak. The study adopted a quantitative method with an associative research design, in which all members of the population were included as respondents using a census (saturated) sampling method. The research data were obtained from two primary sources, namely interviews and questionnaires. Following the data collection process, the responses were processed and examined through multiple linear regression analysis. The results show that Self-Efficacy and Organizational Commitment have a positive and significant effect on Innovative Work Behavior, both partially and simultaneously. Organizational Commitment exhibits a stronger influence than Self-Efficacy. These findings indicate that confidence in one's capabilities and employee attachment to the organization play a crucial role in encouraging the emergence and implementation of new ideas. Therefore, enhancing Self-Efficacy and Organizational Commitment is essential to strengthening innovation in public services.

INTRODUCTION

As a fundamental aspect of organizational operations, human resource management involves a range of efforts aimed at developing and utilizing employees' potential effectively. These efforts are directed toward enhancing individual contributions and, ultimately, achieving better overall organizational performance (Edison et al., 2018). Organizational success is closely related to the personal attributes of its members. One of the important factors is Self-Efficacy, which reflects a person's confidence in their own capabilities to accomplish assigned tasks and attain the expected results (Bandura, 1997, as cited in Busro, 2017). Organizational Commitment refers to the extent to which an individual identifies with an organization and is dedicated to maintaining membership, supporting the accomplishment of its goals, and upholding the values and objectives established by the organization (Wardhana, 2021). Innovative Work Behavior refers to an individual's active efforts to develop, introduce, and put innovative ideas into practice with the aim of creating added value and contributing positively to the organization (Nardo et al., 2022). The interrelationship among these three aspects constitutes an important area of human resource management because employees' confidence in their capabilities and attachment to the organization may determine their willingness to initiate and implement improvements that support organizational effectiveness.

The research involved Civil Servants working at the Department of Population and Civil Registration in Pontianak as the study participants. Based on the Mayor of Pontianak Regulation Number 134 of 2021, the department is responsible for formulating and implementing policies, conducting evaluation and reporting, administering departmental affairs, and carrying out other functions related to population administration and civil registration. In 2026, the institution employed 66 personnel consisting of 50 Civil Servants, 8 Government Employees under Work Agreements (PPPK), and 8 honorary employees. The distribution of personnel indicates that the Civil Registration Services Division has the largest number of employees among all organizational units, while all PPPK employees are assigned to the Population Administration Information Management and Data Utilization Division (Department of Population and Civil Registration of Pontianak, 2026). Civil Servants were selected as the sole focus of this research, as they constitute the population that aligns with the organizational setting and the specific objectives established for the study.

The empirical problems underlying this study are reflected in several indicators of employee work discipline. Attendance records show that the absenteeism rate among Civil Servants reached 6.76% in 2023, decreased to 3.28% in 2024, and increased again in 2025 based on records provided by the Department of Population and Civil Registration of Pontianak (2026). Furthermore, the total number of late arrival minutes increased from 129,387 minutes in 2023 to 142,336 minutes in 2024 and further increased to 194,263 minutes in 2025. Likewise, the frequency of employees leaving work before official working hours fluctuated throughout the same period (Department of Population and Civil Registration of Pontianak, 2026). These fluctuations in attendance may reflect variations in employees' Organizational Commitment,

which is influenced by workplace conditions, including organizational culture and workplace happiness, and is closely associated with employee performance (Rifqi & Ahmadia, 2025).

Attendance-related problems are not direct indicators of Innovative Work Behavior. However, they remain relevant to the organizational context because absenteeism, lateness, and early departure may indicate inconsistencies in employees' involvement and willingness to contribute optimally to organizational activities. Innovative Work Behavior requires employees not only to complete routine duties but also to actively identify opportunities, generate ideas, promote improvements, and implement new approaches that benefit the organization (Nardo et al., 2022). Therefore, variations in work attendance may affect the continuity of employee participation, coordination, and discretionary effort required during the process of developing and implementing innovative ideas. In this context, Self-Efficacy is relevant because employees must possess confidence in their ability to address work-related challenges, while Organizational Commitment is required to encourage employees to remain involved and direct additional efforts toward organizational improvement.

Interviews conducted with the General Affairs and Personnel Subdivision revealed that several employees still leave the workplace during official working hours, arrive late, or are absent without notification. On the other hand, the institution has successfully introduced virtual population administration services supported by digital technology to facilitate easier public access to administrative services. The coexistence of attendance-related problems and the implementation of virtual services indicates that organizational-level innovation has been introduced, but its sustainability and further development depend on the active involvement of individual employees. Employees are expected not only to use the existing digital service system but also to identify service problems, propose improvements, support new ideas, and apply more effective approaches in performing their duties. These circumstances highlight the importance of investigating the extent to which Self-Efficacy and Organizational Commitment contribute to the development of Innovative Work Behavior among Civil Servants at the Department of Population and Civil Registration of Pontianak.

Although earlier research has identified associations between Self-Efficacy, Organizational Commitment, and Innovative Work Behavior, further examination is still needed to determine whether these relationships remain consistent across varying organizational environments and employee profiles. The findings of Insyira and Ahmadia (2026) indicate that Self-Efficacy and Organizational Commitment are interrelated within organizational settings, making these variables relevant for simultaneous examination in relation to employee behavior. According to Zaini et al. (2022), teachers working within educational foundations who possess higher levels of Self-Efficacy tend to demonstrate greater Innovative Work Behavior, indicating a positive and statistically significant association between the two variables. Similarly, Hakimian et al. (2016) reported that Organizational Commitment positively and significantly influences Innovative Work Behavior. According to Amanda et al.

(2024), Innovative Work Behavior involves an individual's initiative to develop, introduce, and apply novel ideas or approaches in the workplace, with the aim of generating beneficial outcomes and added value for the organization. Nevertheless, these previous studies were conducted in organizational settings and respondent groups that differ from those of local government institutions. Accordingly, further empirical investigation is necessary to determine whether Self-Efficacy and Organizational Commitment are associated with Innovative Work Behavior among Civil Servants at the Department of Population and Civil Registration of Pontianak.

The study offers novelty primarily through the specific research setting in which the variables are examined. Rather than proposing a new theoretical linkage, it investigates how Self-Efficacy and Organizational Commitment contribute to Innovative Work Behavior within a local government agency that provides population administration and civil registration services to the community. The situation has become increasingly important as the institution seeks to address attendance issues while also ensuring the continuity and improvement of public services through the use of technology. The findings of this research are expected to enrich empirical knowledge by demonstrating how Self-Efficacy and Organizational Commitment individually and collectively influence Innovative Work Behavior within public-sector organizations. From a practical perspective, the results may serve as a reference for institutions in formulating human resource strategies aimed at enhancing employees' self-confidence, strengthening their commitment to the organization, and encouraging greater participation in efforts to create and implement innovations in public services.

Drawing on observed empirical conditions, relevant organizational data, and evidence reported in earlier research, the present study is conducted to examine how Self-Efficacy and Organizational Commitment influence Innovative Work Behavior among Civil Servants working at the Department of Population and Civil Registration of Pontianak. Using data obtained in 2026, this study investigates how the independent variables influence Innovative Work Behavior. The analysis is conducted to assess these relationships individually as well as collectively, in line with the objectives established in the research.

THEORETICAL REVIEW

Self-Efficacy

Self-efficacy describes a person's confidence in their ability to plan, manage, and carry out the necessary actions to attain a desired goal or outcome (Bandura, as cited in Busro, 2017). Bandura's concept, as referenced in Busro (2017), defines self-efficacy as an individual's belief in their own capacity to perform a particular task successfully and produce the desired outcomes. According to Busro (2017), self-efficacy refers to a person's confidence in their own capacity to carry out the actions required to achieve specific goals or expected results. Self-efficacy develops through several key sources, including personal mastery experiences, observations of others' experiences, encouragement or verbal support, and an individual's physiological and emotional state (Ghufron & Risnawati, 2014, as cited in Busro, 2017). In addition,

the construct is assessed through three main dimensions: expected outcomes, perceived efficacy, and the value attached to those outcomes (Bandura, as cited in Busro, 2017). The assessment of self-efficacy in this study refers to three main dimensions introduced by Bandura, namely magnitude, strength, and generality (1997, as cited in Busro, 2017). The findings of Zaini et al. (2022) provide empirical evidence that self-efficacy contributes significantly to the enhancement of innovative work behavior, with a positive relationship observed between the two variables. Based on this evidence, the following hypothesis can be formulated:

H1: Self-efficacy has a positive and significant effect on the innovative work behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak.

Organizational Commitment

An individual's willingness to remain dedicated to an organization can be understood as organizational commitment. This commitment is demonstrated through a strong sense of belonging, alignment with the organization's values, loyalty toward the organization, and active participation in supporting the achievement of its objectives (Gibson et al., 2012, as cited in Wibowo, 2016). Meyer and Herscovitch (2001, as cited in Edison et al., 2018) define commitment as a psychological force that binds individuals to engage in behaviors relevant to organizational objectives. Likewise, Edison et al. (2018) describe organizational commitment as a positive emotional drive that encourages employees to improve their competencies, enhance performance, and demonstrate concern for the organization. Luthans (2005, as cited in Edison et al., 2018) defines organizational commitment as an employee's enduring attachment to the organization, demonstrated through loyalty and a sustained willingness to support the achievement of organizational goals and success.

This study measures organizational commitment based on four dimensions, namely logical factors, environmental factors, expectancy factors, and emotional attachment, as proposed by Edison et al. (2018). In addition, the principles underlying organizational commitment are based on Priansa (2014, as cited in Wardhana, 2021). Hakimian et al. (2016) found that employees' organizational commitment significantly contributes to the development of innovative work behavior, with a positive relationship observed between the two variables. Based on this empirical finding, the hypothesis can be stated as follows:

H2: Organizational commitment has a positive and significant effect on the innovative work behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak.

Innovative Work Behavior

Innovative work behavior can be understood as an individual's efforts to generate and develop novel ideas, introduce them into the workplace, and put those ideas into practice in ways that contribute positively to organizational performance. According to Kleysen and Street (2001, as cited in Nardo et al., 2022), innovative work behavior refers to a series of employee actions that involve developing new ideas, gaining support for those ideas, and putting them into practice within the workplace. The reliability assessment in Table 2 demonstrates that the measurement instruments for Service Quality (X1), Price (X2), and Customer Satisfaction (Y) meet the required reliability criteria. Each

variable records a Cronbach's Alpha coefficient above the minimum threshold of 0.60, indicating satisfactory consistency among the items. Thus, the instruments can be considered dependable and appropriate for collecting data in this research.

De Jong and Den Hartog (2010) explain that innovative work behavior involves a series of four main processes, namely exploring potential ideas, developing new ideas, promoting or advocating those ideas, and putting them into practice. The emergence of such behavior is not determined by a single aspect, as it may be shaped by various internal conditions as well as external influences (Nardo et al., 2022). In this study, innovative work behavior is measured using indicators of opportunity exploration, directing efforts toward positive change, information investigation, the application of ideas and information, and the development of innovative ideas, based on Kleysen and Street (2001, as cited in Nardo et al., 2022).

H3: Self-efficacy and organizational commitment simultaneously have a significant effect on the innovative work behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak.

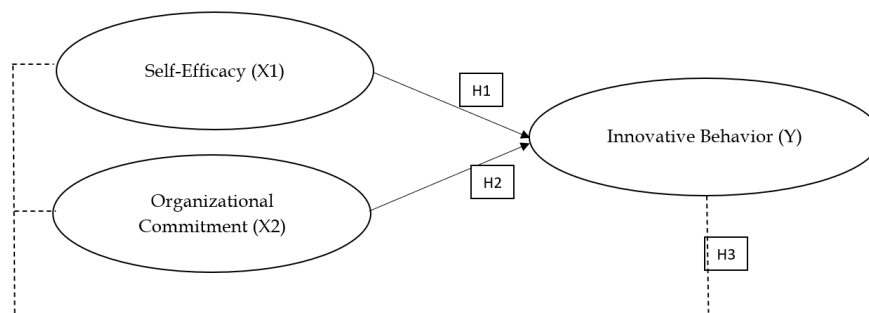


Figure 1. Conceptual Framework

METHODOLOGY

This study employed an associative quantitative research design to examine the effects of Self-Efficacy and Organizational Commitment on Innovative Work Behavior (Siregar, 2020). The study utilized both primary and secondary data. Primary data were collected through interviews with the General Affairs and Personnel Subdivision of the Department of Population and Civil Registration of Pontianak City and through questionnaires distributed to Civil Servants who met the respondent criteria. Secondary data were obtained from institutional documents, including employee records, attendance reports, lateness records, early departure records, and employee performance ratings (Siregar, 2020). The research variables consisted of Self-Efficacy (X_1) and Organizational Commitment (X_2) as the independent variables and Innovative Work Behavior (Y) as the dependent variable (Sugiyono, 2023).

The target population comprised all 50 Civil Servants employed at the Department of Population and Civil Registration of Pontianak City, including the Head of the Department. However, the Head of the Department was excluded from the respondent group. Therefore, the accessible population consisted of 49 Civil Servants. A saturated sampling or census technique was applied, in which

all 49 members of the accessible population were included as research respondents (Sugiyono, 2023).

Data were collected using a structured questionnaire measured on a five-point Likert scale. The questionnaire consisted of 39 statement items, comprising 14 items for Self-Efficacy, 11 items for Organizational Commitment, and 14 items for Innovative Work Behavior. The questionnaire items were developed by operationalizing the dimensions and indicators adopted in this study and were contextually adjusted to the duties and work environment of Civil Servants at the Department of Population and Civil Registration of Pontianak City.

Self-Efficacy was measured using the dimensions of magnitude, strength, and generality proposed by Bandura (1997, as cited in Busro, 2017). These dimensions reflect employees' confidence in dealing with different levels of task difficulty, the strength of their beliefs in their capabilities, and their ability to apply such confidence across various work situations. Organizational Commitment was measured using the dimensions of logical factors, environmental factors, expectancy factors, and emotional attachment proposed by Edison et al. (2018). Innovative Work Behavior was measured using the indicators of opportunity exploration, directing efforts toward positive change, information investigation, the application of ideas and information, and the development of innovative ideas, based on Kleysen and Street (2001, as cited in Nardo et al., 2022). Thus, the questionnaire items were not presented as a direct reproduction of a single standardized instrument but were formulated from the theoretical dimensions and indicators used in the study.

Before being used in the main analysis, the instrument was evaluated through validity and reliability testing. Item validity was assessed using the Product Moment correlation test, while instrument reliability was evaluated using Cronbach's Alpha (Siregar, 2020). The validity test was conducted on all 39 questionnaire items to determine whether each item adequately represented the variable being measured. An item was considered valid when its calculated correlation coefficient exceeded the critical correlation coefficient. The instrument was considered reliable when its Cronbach's Alpha value was at least 0.60.

Data analysis was conducted using IBM SPSS. Classical assumption testing included the Kolmogorov-Smirnov normality test (Ghozali, 2021), the Test for Linearity (Machali, 2021), and the multicollinearity test based on Tolerance and Variance Inflation Factor values (Ghozali, 2021). The research hypotheses were tested using multiple linear regression analysis, followed by multiple correlation coefficient analysis, coefficient of determination analysis, the simultaneous significance test, and the partial significance test at a 5% significance level (Siregar, 2020).

RESULTS & DISCUSSION

Test Research Instruments

Validity Test

To ascertain if each questionnaire item could reliably measure the target study variable, a validity test was carried out. By contrasting the computed

correlation coefficient (r-calculated) with the crucial correlation coefficient (r-table), item validity was evaluated. Table 1 displays the validity test results.

Table 1. Validity Test Results"				
Variable	Indicator	r-count	r-table	Description
Self-Efficacy (X1)	X1.1	0.727	0.281	Valid
	X1.2	0.713		
	X1.3	0.769		
	X1.4	0.659		
	X1.5	0.623		
	X1.6	0.642		
	X1.7	0.642		
	X1.8	0.302		
	X1.9	0.518		
	X1.10	0.670		
	X1.11	0.452		
	X1.12	0.579		
	X1.13	0.633		
	X1.14	0.678		
Organizational Commitment (X2)	X2.1	0.306	0.281	Valid
	X2.2	0.364		
	X2.3	0.585		
	X2.4	0.409		
	X2.5	0.625		
	X2.6	0.573		
	X2.7	0.492		
	X2.8	0.328		
	X2.9	0.503		
	X2.10	0.523		
	X2.11	0.556		
Innovative Work Behavior (Y)	Y.1	0.310	0.281	Valid
	Y.2	0.633		
	Y.3	0.624		
	Y.4	0.568		
	Y.5	0.634		
	Y.6	0.763		
	Y.7	0.514		
	Y.8	0.548		
	Y.9	0.558		
	Y.10	0.504		
	Y.11	0.355		
	Y.12	0.595		
	Y.13	0.423		
	Y.14	0.344		

Source: Processed Data, 2026

All of the questionnaire questions evaluating Self-Efficacy (X_1), Organisational Commitment (X_2), and Innovative Work Behaviour (Y) had r-calculated values higher than the r-table value of 0.281, according to the data shown in Table 1. As a result, every questionnaire item is regarded as legitimate and satisfies the standards needed to measure the study variables. As a result, every item was kept for further data gathering and analysis.

Reliability Test

Cronbach's Alpha was used in the reliability test to assess the research instrument's internal consistency. If an instrument's Cronbach's Alpha coefficient is 0.60 or more, it is deemed dependable. Table 2 displays the reliability test results.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Self-Efficacy	0.863	14	0.60	Reliable
Organizational Commitment	0.672	11		
Innovative Work Behavior	0.784	14		

Source: Processed Data, 2026

The Cronbach's Alpha coefficients for Self-Efficacy (X_1), Organisational Commitment (X_2), and Innovative Work Behaviour (Y) are 0.863, 0.672, and 0.784, respectively, as seen in Table 2. The research instruments are deemed dependable and exhibit good internal consistency since all coefficients above the minimal acceptable level of 0.60.

Classical Assumption Test

Normality Test

To determine if the study data had a normal distribution, the normality test was performed. A significance value (Sig.) higher than or equal to 0.05 indicates that the data are normally distributed, according to the Kolmogorov-Smirnov test. Table 3 displays the normalcy test results.

Table 3. Normality Test Results

Test	Value
N (Sample)	49
Test Statistic	0.081
Asymp.Sig.(2-tailed)"	0.200

Source: Processed Data, 2026

The Asymp. Sig. (2-tailed) value, as shown in Table 3, is 0.200, above the significance level of 0.05. Consequently, the study findings meet the normalcy assumption.

Linearity Test

To ascertain if there were linear correlations between the independent and dependent variables, the linearity test was performed. Table 4 presents the findings.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Innovative Work Behavior * Self-Efficacy	0.000	0.638	Linear
Innovative Work Behavior * Organizational Commitment	0.000	0.813	

Source: Processed Data, 2026

The findings in Table 4 show that there are linear correlations between Organisational Commitment (X_2) and Innovative Work Behaviour (Y) and between Self-Efficacy (X_1) and Innovative Work Behaviour (Y). The Sig supports this conclusion. The relative deviation from linearity values are 0.638 and 0.813, both of which are higher than 0.05.

Multicollinearity Test

To determine if there was a strong connection between the independent variables in the regression model, the multicollinearity test was performed. Table 5 displays the multicollinearity test findings.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Self-Efficacy	0.552	1.813
	Organizational Commitment	0.552	1.813
A. Dependent Variable: Innovative Work Behavior			

Source: Processed Data, 2026

The regression model does not show multicollinearity, according to the data shown in Table 5. Both independent variables have a VIF value of 1.813, which is significantly below the maximum allowable value of 10.00, and a tolerance value of 0.552, which is higher than 0.10. Thus, it may be said that the multicollinearity assumption is satisfied by the regression model.

Hypothesis Test

Multiple Linear Regression Analysis

The impacts of Organisational Commitment (X_2) and Self-Efficacy (X_1) on Innovative Work Behaviour (Y) were investigated using multiple linear regression analysis. Table 6 displays the regression findings.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.820	0.311		5.857	0.000
	Self-Efficacy	0.191	0.087	0.264	2.195	0.033

Organizational Commitment	0.437	0.089	0.593	4.922	0.000
Dependent Variable: Innovative Work Behavior					

Source: Processed Data, 2026

The estimated multiple linear regression equation is as follows, based on the findings shown in Table 6:

$$Y = 1.820 + 0.191X_1 + 0.437X_2$$

The regression equation can be interpreted as follows:

1. The constant value of 1.820 indicates that when Self-Efficacy (X_1) and Organizational Commitment (X_2) are assumed to be zero, the predicted value of Innovative Work Behavior (Y) is 1.820.
2. The regression coefficient of Self-Efficacy (b_1) is 0.191, indicating that a one-unit increase in self-efficacy is expected to increase innovative work behavior by 0.191 units.
3. The regression coefficient of Organizational Commitment (b_2) is 0.437, indicating that a one-unit increase in organizational commitment is expected to increase innovative work behavior by 0.437 units.

Correlation Coefficient Analysis (R)

To ascertain the degree and direction of the association between the independent factors and the dependent variable, Pearson's correlation coefficient analysis was performed. Table 7 displays the findings.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	0.632	0.616	0.25136
Predictors: (Constant), Self-Efficacy, Organizational Commitment				

Source: Processed Data, 2026

Table 7 shows that Self-Efficacy (X_1) and Organisational Commitment (X_2) are related to Innovative Work Behaviour (Y) with a multiple correlation coefficient (R) of 0.795. This number is within the range of 0.60–0.799, which suggests a strong link according to the generally recognised rules for assessing correlation coefficients.

Determination Coefficient (R^2)

The coefficient of determination, or R Square, is 0.632, as shown in Table 7. This indicates that 63.2% of the variation in Innovative Work Behaviour among civil servants at the Population and Civil Registration Office of Pontianak can be explained by Self-Efficacy (X_1) and Organisational Commitment (X_2), with other factors outside the purview of this study accounting for the remaining 36.8%.

Simultaneous Test

To determine if the independent factors collectively have a substantial impact on the dependent variable, the F-test was used. Table 8 displays the findings.

Table 8. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Significance
Regression	4.982	2	2.491	39.428	.000 ^b
Residual	2.906	46	0.063		
Total	7.889	48			

Dependent Variable: Innovative Work Behavior

Predictors: (Constant), Organizational Commitment, Self-Efficacy.

Source: Processed Data, 2026

According to Table 8, the simultaneous test results indicate that Self-Efficacy (X_1) and Organizational Commitment (X_2) jointly have a significant effect on Innovative Work Behavior (Y). This result is indicated by an F-value of 39.428 with a significance level of 0.000, which is lower than 0.05. Therefore, Hypothesis 3 (H_3) is accepted.

Partial Test

To ascertain the significance of each independent variable's impact on the dependent variable separately, the t-test was used. Table 9 displays the findings.

Table 9. Partial Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.820	0.311		5.857	0.000
	Self-Efficacy	0.191	0.087	0.264	2.195	0.033
	Organizational Commitment	0.437	0.089	0.593	4.922	0.000
Dependent Variable: Innovative Work Behavior						

Dependent Variable: Innovative Work Behavior

Source: Processed Data, 2026

Based on the results presented in Table 9, the effect of each independent variable on Innovative Work Behavior can be interpreted as follows:

1. Self-Efficacy obtained a t-value of 2.195, which is higher than the critical t-table of 2.014, with a significance value of 0.033, which is lower than 0.05. Therefore, Hypothesis 1 (H_1) is accepted. These findings indicate that Self-Efficacy has a positive and significant effect on the Innovative Work Behavior of civil servants at the Population and Civil Registration Office of Pontianak City.
2. Organizational Commitment obtained a t-value of 4.922, which is higher than the critical t-table of 2.014, with a significance value of 0.000, which is lower than 0.05. Therefore, Hypothesis 2 (H_2) is accepted. These findings indicate that Organizational Commitment has a positive and significant effect on the Innovative Work Behavior of civil servants at the Population and Civil Registration Office of Pontianak City.

DISCUSSION

The Effect of Self-Efficacy on Innovative Work Behavior

The findings indicate that Self-Efficacy has a positive and significant effect on the Innovative Work Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak City. This result demonstrates that employees' confidence in their capabilities is an important psychological foundation for engaging in innovative activities. Self-Efficacy reflects an individual's belief in their ability to organize and perform the actions required to achieve particular outcomes. In this study, Self-Efficacy encompasses the dimensions of magnitude, strength, and generality, which represent employees' confidence in dealing with different levels of task difficulty, maintaining confidence when encountering obstacles, and applying their capabilities across various work situations (Bandura, 1997, as cited in Busro, 2017).

Within the context of the Department of Population and Civil Registration of Pontianak City, Self-Efficacy is relevant because the provision of population administration services requires employees to respond to service demands and adapt to the use of technology-supported work procedures. The implementation of virtual population administration services indicates that employees are required not only to perform routine administrative duties but also to understand, use, and support the development of new service approaches. Therefore, stronger Self-Efficacy may enable employees to participate more confidently in identifying service problems and proposing or implementing improvements. However, this finding should not be interpreted to mean that confidence alone automatically produces innovation. Self-Efficacy primarily provides employees with confidence in their capacity to act, while the realization of innovative ideas also depends on their willingness to direct that capacity toward organizational improvement. The finding is consistent with Permana and Rusmana (2022) and Bassori et al. (2025), who found that Self-Efficacy has a positive and significant effect on Innovative Work Behavior.

The Effect of Organizational Commitment on Innovative Work Behavior

The findings also demonstrate that Organizational Commitment has a positive and significant effect on the Innovative Work Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak City. Organizational Commitment reflects employees' attachment to the organization through their identification with organizational values, loyalty, involvement, and willingness to contribute to the achievement of organizational objectives. In this study, Organizational Commitment is represented by logical factors, environmental factors, expectancy factors, and emotional attachment (Edison et al., 2018). The positive effect indicates that employees who have a stronger attachment to the organization are more likely to direct their efforts toward activities that benefit the institution. Innovative Work Behavior does not end with the generation of ideas, but also involves the promotion and implementation of those ideas. These activities require employees to devote attention, effort, and involvement beyond the mechanical completion of routine tasks. Therefore, employees who are committed to organizational objectives are more likely to support changes, communicate improvement ideas, and

participate in implementing new methods that can enhance public service delivery.

This interpretation is relevant to the organizational context examined in this study. The Department of Population and Civil Registration of Pontianak City has introduced virtual population administration services to facilitate public access to administrative services. Although such services constitute an organizational innovation, their sustainability and further development require consistent employee involvement. Employees must be willing to support the service system, respond to operational problems, share improvement ideas, and participate in the implementation of more effective service procedures. Accordingly, Organizational Commitment can encourage employees to connect their individual contributions with the broader objective of improving public services. The findings are consistent with Hendri (2021) and Anindya et al. (2025), who found that Organizational Commitment positively and significantly influences Innovative Work Behavior. Nevertheless, the present finding provides contextual evidence from Civil Servants working in a local government institution responsible for population administration and civil registration service.

The Effect of Self-Efficacy and Organizational Commitment on Innovative Work Behavior

The simultaneous findings demonstrate that Self-Efficacy and Organizational Commitment jointly contribute to the Innovative Work Behavior of Civil Servants. The relationship between the variables is strong, and the two independent variables explain 63.2% of the variation in Innovative Work Behavior. These findings indicate that employee innovation is supported by the interaction between confidence in personal capabilities and attachment to organizational objectives. Self-Efficacy provides employees with the confidence required to confront work-related challenges, explore opportunities, and develop alternative approaches. Organizational Commitment directs that confidence and effort toward activities that support organizational interests. When employees believe that they are capable of addressing work problems and are simultaneously committed to the success of the organization, they are more likely to engage in the complete innovation process, from identifying opportunities and generating ideas to promoting and implementing those ideas.

In the context of population administration and civil registration services, this combination is important because service innovation requires employees who are capable of adapting to new work procedures and are willing to maintain their involvement in organizational improvements. Thus, strengthening Innovative Work Behavior should not focus solely on improving individual competence or confidence. It should also involve organizational conditions that reinforce employees' attachment, involvement, and willingness to contribute to public service development. The remaining 36.8% of the variation in Innovative Work Behavior is explained by factors outside the research model. Therefore, the findings should be understood as evidence that Self-Efficacy and Organizational Commitment constitute important determinants, but they are not the only factors associated with Innovative Work Behavior among the Civil Servants examined.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that Self-Efficacy and Organizational Commitment are important factors in strengthening the Innovative Work Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak City. Employees who have confidence in their capabilities are more likely to explore opportunities, address work-related challenges, and develop new approaches to performing their duties. At the same time, employees who have a stronger attachment to the organization are more willing to contribute ideas, support organizational improvements, and participate in the implementation of innovations that benefit public services.

Organizational Commitment demonstrates a stronger relative role than Self-Efficacy. This finding indicates that Innovative Work Behavior in the examined public-sector institution is not determined solely by employees' confidence in their individual capabilities. The willingness to direct those capabilities toward organizational objectives, maintain involvement, and support institutional improvements is also essential. Thus, employees' ability to innovate becomes more meaningful when it is accompanied by a strong attachment to the organization and a willingness to contribute to its development.

Theoretically, the findings reinforce the view that Innovative Work Behavior is shaped by both an individual psychological factor and an organizational attachment factor. Self-Efficacy provides confidence to confront challenges and develop ideas, whereas Organizational Commitment encourages employees to direct their efforts toward organizational interests. The stronger role of Organizational Commitment also provides contextual evidence that employees' attachment and involvement are particularly relevant in supporting innovation within a local government institution.

From an organizational perspective, efforts to strengthen Innovative Work Behavior should not focus solely on improving employees' technical abilities or confidence. The institution also needs to maintain conditions that encourage employee involvement, attachment to organizational objectives, and willingness to support changes in public service delivery. The combination of strong Self-Efficacy and Organizational Commitment is therefore important for supporting the generation, promotion, and implementation of innovative ideas in population administration and civil registration services.

The Department of Population and Civil Registration of Pontianak City should strengthen employees' Self-Efficacy through development activities that correspond to the dimensions of magnitude, strength, and generality. In relation to magnitude, employees should be given gradually more challenging assignments accompanied by clear guidance, particularly in handling service problems and technology-supported work procedures. To strengthen employees' confidence when facing difficulties, supervisors can provide constructive feedback, coaching, and peer assistance after employees complete or encounter obstacles in their assignments. Furthermore, cross-unit knowledge-sharing activities and work simulations can be implemented to help employees

apply their confidence and problem-solving abilities across different service situations.

FURTHER STUDY

Therefore, it is recommended that future research take into account other factors that might affect innovative work behaviour, such as transformational leadership, organisational culture, perceived organisational support, innovation climate, work motivation, job satisfaction, and psychological empowerment. To increase the results' generalizability, future study may further broaden the research environment by include more government agencies or organisations from various industries.

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