



The Influence Of Organizational Culture and Self-Efficacy On Work Motivation Of Teachers Of Civil Servants In SMP Negeri 16 Pontianak

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ABSTRACT

This study aims to examine the influence of organizational culture and self-efficacy on the work motivation of teachers of civil servants in SMP Negeri 16 Pontianak. This study uses an associative approach with saturated sampling techniques. The sample consisted of 38 teachers of civil servants in SMP Negeri 16 Pontianak. Data analysis was carried out using multiple linear regression analysis with SPSS software version 25. The tests carried out in this study include validity tests, reliability tests, normality tests, linearity tests, and multicollinearity tests. The hypothesis test was conducted using simultaneous test (F test) and Partial Test (t test). Based on the results of hypothesis tests, both simultaneously (F test) and partially (t test), it can be concluded that organizational culture and self-efficacy together have a positive and significant influence on motivation. Partially organizational culture has no significant effect on motivation while self-efficacy has a significant effect on motivation

INTRODUCTION

Human Resource Management is a branch of general management that includes planning, organizing, executing, and controlling. The success of an organization largely depends on the performance of employees. The organization will be more likely to achieve its goals effectively if it has qualified and competent human resources. The resource itself represents the energy, power, and strength necessary to trigger impulses, movements, activities, and actions. Therefore, the performance of the organization is largely determined by the active contribution of employees in achieving common goals. Employees are not just passive participants, they are also key drivers of organizational success. Based on Law No. 14 of 2005 on teachers and lecturers that teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating learners in early childhood education path of formal education, primary education, and Secondary Education. Based on the regulation of the Minister of National Education Number 16 of 2007 to create qualified learners, teachers must master 4 competencies. The four competencies that must be mastered by teachers to

improve their quality are pedagogic, professional, social, and personality competencies. Teachers must be serious and good in mastering these 4 competencies so that educational goals are achieved. One of the State Junior High Schools (SMP) in Pontianak city is SMPN 16 Pontianak. SMPN 16 Pontianak is located at Jl. R.E. Martadinata, Sungai Jawi Dalam, West Pontianak District, Pontianak City, West Kalimantan Province. SMPN 16 Pontianak was established in 1984 due to the lack of Junior High School for West Pontianak

According to Pramana, et al (2022) organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like that culture. Organizational culture is a shared perception shared by all members of the organization. According to (Lubis et al., 2022) self-efficacy is a person's self-confidence in performing tasks. The main characteristic of people who have self-efficacy is to have competence and confidence in completing work as the achievement of an achievement. It goes on to explain that self-efficacy affects a person's thought processes, motivation, and emotional state, all of which affect a person's behavior. People who have low self-efficacy in performing a particular task tend to avoid the task. This condition makes it difficult for a person to perform optimally. People who have difficulty motivating themselves will reduce their efforts or give up in face the various obstacles it faces. According to (Sjamsuri & Mulyani, 2019) the self-efficacy of a teacher is the belief in his ability to bring the desired results from the main task implemented. Therefore, a teacher who has a positive attitude towards his duties will be able to carry out his duties and functions as a teacher with full responsibility.

LITERATURE REVIEW

Organizational Culture

According to Colquitt, LePine & Wesson (2009) in Bus (2020) organizational culture is part of the social understanding in an organization that views the realities, norms, and values that shape employee attitudes and behavior. According to Edison et.al (2016) organizational culture is the result of a process of creating and developing cultural styles and / or the dangers of each individual brought before into a new norms and philosophy, which has the energy and strength of the group in the face of certain things and goals. According Soelistyo et.al (2022) organizational culture is the way organizations learn to relate to the environment that is a combination of society, behavior, stories, myths, metaphors, and other ideas to realize what work means in an organization.

Self Efficacy

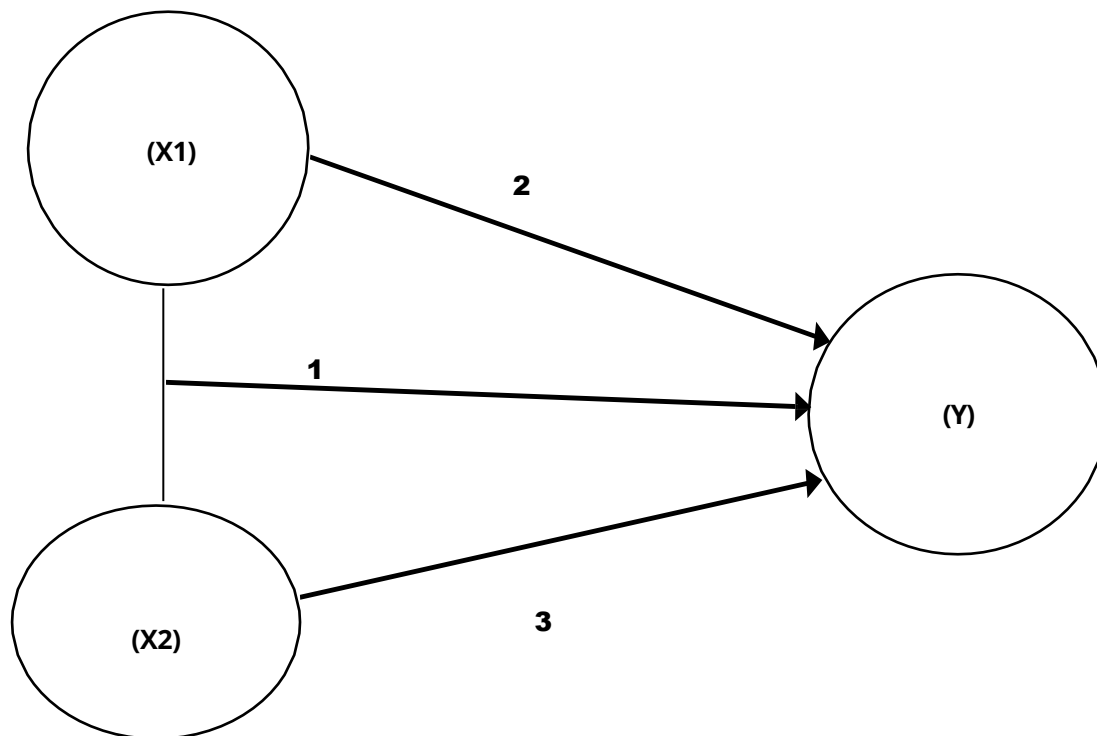
According to Alwisol in Cahyadi (2021) self-efficacy is a view or perception of oneself about how oneself can function according to the situation at hand. Self-efficacy in general is not related to the skills of the individual but rather to the psychological or beliefs of the individual. According to Baron & Byrne in Ariska et.al (2020) stated in Psychological Science, the belief and belief of individuals in their ability to organize, perform a task, achieve a goal, produce something and implement actions to display certain skills is called self-efficacy. According to Bandura in Mahmudi & Suroso (2014) the character of individuals who have high self-efficacy is when the individual is confident that they are able to handle a situation they face effectively, diligent in completing tasks, confident, view difficulties as challenges, strong commitment to himself, instill a strong effort in what he did, increase effort when faced with failure, focusing on the task and , and confront threats with confidence.

Motivation

According to Dewalt et.al (2017) motivation are the factors present in a person that move and direct their behavior to meet a certain goal. According to Khaeruman et.al (2021) motivation is what causes, channels, and supports human behavior to want to work diligently, so as to

achieve optimal results. An organization can develop well and be able to achieve its goals because it is based on motivation which is generally to obtain the maximum possible income and become a large company in the eyes of customers.

Figure 1 Conceptual Framework



The hypotheses proposed in this study are as follows:

H1: Organizational Culture and Self Efficacy have an effect on Motivation.

H2: Organizational Culture has an effect on Motivation.

H3: Self Efficacy has an effect on Motivation.

METHODS

The research method used in this study is associative research. The population studied consisted of all teachers of civil servants who served in SMP Negeri 16 Pontianak in 2025. Of the population, samples taken include 38 teachers of civil servants of SMP Negeri 16 Pontianak as respondents. The sampling technique applied is saturated Sampling, which according to Sugiyono (2019) is a " sampling determination technique where each member of the population is selected as part of the sample. "The Data used in this study is the primary data obtained through interviews and questionnaires. The scale used in this study is the Likert scale. Data analysis was conducted using multiple linear regression analysis with the help of SPSS 25 software.

RESULTS

Validity Test

Validity test was conducted to evaluate the extent to which the accuracy and reliability of the statements in the questionnaire. This process involves calculating the correlation between the scores of each item or question, and comparing the calculated r value with the R value of the

table. To get the value of r_{table} , we use the formula degrees of freedom (df), which is n (number of samples) minus 2, so that $DF = 38 - 2 = 36$ is obtained. With a significance level of 0.05, the required table R value is 0.320. The results of the validity test for each statement in the variables of work ethic (X1), organizational justice (X2), and organizational commitment (Y) can be seen in Table 1 below.

Table 1 Validity Test Result

Research Variable	Indicator	r count	r table	Result
Organizational Culture (X1)	X 1.1	0,809	0,320	Valid
	X 1.2	0,807		
	X 1.3	0,878		
	X 1.4	0,627		
	X 1.5	0,604		
	X 1.6	0,688		
	X 1.7	0,808		
	X 1.8	0,778		
	X 1.9	0,574		
	X 1.10	0,752		
Self Efficacy (X2)	X 2.1	0,713	0,320	Valid
	X 2.2	0,789		
	X 2.3	0,814		
	X 2.4	0,871		
	X 2.5	0,630		
	X 2.6	0,827		
	X 2.7	0,743		
Motivation (Y)	Y1	0,729	0,320	Valid
	Y2	0,809		
	Y3	0,775		
	Y4	0,791		
	Y5	0,744		
	Y6	0,715		
	Y7	0,771		
	Y8	0,781		
	Y9	0,393		
	Y 10	0,549		
	Y 11	0,475		
	Y12	0,551		
	Y13	0,552		
	Y14	0,578		

Source: Processed Data, 2025

Based on Table 1 Above, It can be seen that the results of the validity test for all research variables showed an r -count value greater than 0.320 (R -count > R -table). Thus, it can be concluded that all the indicators used are valid.

Reliability Test

Reliability test is performed to assess the consistency of a statement as a measuring tool. In this study, reliability test using Cronbach's Alpha method, where an item is considered reliable if it has a Cronbach's Alpha value of 0.60 or higher.

Tabel 2 Reliability Test Result

Research Variables	Cronbach's Alpha	Result
Organizational Culture (X1)	0,901	Reliable
Self Efficacy (X2)	0,908	
Motivation (Y)	0,903	

Source: Processed Data, 2025

Based on Table 2 above, it can be seen that Cronbach's Alpha values for the Organizational Culture (X1), Self Efficacy (X2), and motivation (Y) are all greater than 0.60. Thus, it can be concluded that all measurement items for variables have a high degree of reliability.

Normality Test

The method used in this study to assess normality is the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is greater than 0.05, then the assumption of normality can be considered valid.

Tabel 3 Normality Test Result

Test	Value
N (Sample)	38
Test Statistic (Kolmogorov-Smirnov Z)	0,186
Asymp.Sig.(2-tailed)	0,102

Source: Processed Data, 2025

The normality test results shown in the table indicate a significance value of 0.200, which is greater than 0.05. Thus, it can be concluded that the distribution of data is normal.

Linearity Test

Linearity test is performed to determine whether there is a linear relationship between the independent variable and the dependent variable. This can be seen from the value of linearity deviation greater than 0.05.

Tabel 4 Linearity Test Result

Variabel PenelitianTest	Linierity Sig	Keterangan
Organizational Culture*Motivation	0,642	Linier
Self Efficacy *Motivation	0,271	Linier

Source: Processed Data, 2025

Based on the results of the linearity test shown in the table above, it can be seen that the significance value of deviation of linearity for the linearity of all research variables is > 0.05 .

Multicollinearity Test

The purpose of the multicollinearity test is to check whether the regression model shows a correlation among the independent variables. Multicollinearity can be assessed by analyzing

Variance Inflation Factor (VIF) and tolerance values. Multicollinearity is considered absent if the VIF is less than 10.00 or the tolerance value is greater than 0.10.

Tabel 5 Multicollinearity Test Result

Research Variables	Tolerance	VIF
Organizational Culture (X1)	0,960	1,042
Self Efficacy (X2)	0,960	1,042

Source: Processed Data, 2025

Based on the results of the multicollinearity test shown in the table, it can be seen that the tolerance values for the variables Organizational Culture (X1) and Self Efficacy (X2) are 0.960, which is greater than 0.10. In addition, the VIF value for both variables was also recorded at 1,042, which is less than 10.00. Thus, it can be concluded that there is no multicollinearity problem between the variables.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

Tabel 6 Multiple Linear Regression Analysis Result

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	1,523	2,093	0,044
Organizational Culture	0,101	1,088	0,284
Self Efficacy	0,591	5,264	0,000
Dependent Variable: Motivation			

Source: Processed Data, 2025

From the table above, we can construct a multiple linear regression equation as follows: $Y = 1.523 + 0.101X_1 + 0.591X_2$. This equation can be described in the following way:

- The constant (a) of 1.523 indicates that when the Organizational Culture variable (X1) and Self Efficacy (X2) is 0 (Zero), the value of the organizational commitment (Y) will reach 1.523.
- Regression coefficient (b1) for the Organizational Culture variable is 0.101. This means that if the Organizational Culture variable increases by 1 (one) unit, then the motivation will increase by 0.101 units.
- While the regression coefficient (b2) for the Self Efficacy variable is 0.591. In other words, if the Self Efficacy variable increases by 1 (one) unit, then the motivation will increase by 0.591 units.

Coefficient Correlation (R) and Coefficient Determination (R²)

The values of the correlation coefficient and the coefficient of determination in this study can be seen in Table 7 below:

Tabel 7 Coefficient Correlation (R) and Coefficient Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	0.442	0.410	0.21187
a. Predictors: (Constant), Organizational Culture, Self Efficacy				
b. Dependent Variable: Motivation				

Source: Processed Data, 2025

The correlation coefficient in this study was calculated using the Product Moment method, with an R value of 0.665 which indicates a strong correlation. Meanwhile, the coefficient of determination (R^2) is 0.442. This means that 44,2% ($1 \times 0.442 \times 100\%$) influence on motivation in this study can be explained by variables of organizational culture and self efficacy, while the remaining 55,8% is explained by other variables that are not included in this study.

Simultaneous Effect Test (F Test)

The results of the simultaneous test (F-test) in this study can be seen in the table below:

Table 8 Simultaneous Effect Test Result

Model	Sum of Squares	Mean Square	F	Significance Value
Regression	1.244	0.622	13.858	.000 ^b
Residual	1.571	0.045		
Total	2.815			
Dependent Variable: Motivation Predictors: (Constant), Organizational Culture, Self Efficacy				

Source: Processed Data, 2025

The table above shows that the value of Fcount of 13.858 is greater than the table of 3.26, and has a significance level of 0.000, it can be concluded that H_0 is rejected, which means H_1 is accepted. This shows that organizational culture and self efficacy together have an influence on motivation.

Partial Effect Test (T test)

The results of the partial test (T-test) in this study can be seen in the table below:

Tabel 9 Partial Effect Test Result

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	1,523	2,093	0,044
Organizational Culture	0,101	1,088	0,284
Self Efficacy	0,591	5,264	0,000
Dependent Variable: Motivation			

Source: Processed Data, 2025

Based on the table, the results of the Partial Test (T-test) can be described as follows:

- Based on the results of the analysis, the value calculated for the Organizational Culture variable is 1,088 which is greater than the value of the table t of 1.685. Thus, it can be concluded that H_0 is accepted and H_2 is rejected. That is, Organizational Culture does not have a significant influence on motivation.

- b. Furthermore, for the self efficacy variable, the value of thitung was recorded at 5,264, which is also greater than the value of T table 1.685. This indicates that Ho was rejected and H3 was accepted, indicating that partial self efficacy had a significant effect on the motivation.

DISCUSSION

Influence Of Organizational Culture On Motivation

The results of this study show that organizational culture has a positive impact on motivation. Maradita and Rizqi (2023), it was also found that organizational culture based on the values of justice, recognition, assistance, and cooperation increases work motivation significantly, organizational culture also has a significant effect on the research results of maryani and Santono (2023). Then the findings of organizational culture influencing work motivation were also proven in Senen and Az-Zahra (2020) research which found an influence on organizational culture with work motivation.

Influence Of Sel Efficacy On Motivation

The results of this study show that self-efficacy has a positive effect on motivation. This shows the fairness of the organization is uttaran when an employee feels or get the same treatment with others in the organization where he works. This finding is in line with research conducted by Ramadhani et al (2023), which also revealed that self-efficacy has a positive and significant effect on motivation. However, the results of this study are also in line with those conducted by Rahmawati and Budiman (2023), who found that organizational justice had a significant effect on commitment.

Influence of organizational culture and self efficacy on motivation

The results showed that organizational culture and self-efficacy have a significant effect simultaneously on the motivation of civil servant teachers in smp negeri 16 pontianak. This finding was supported by the F-test which showed a significance value of less than 0.05. In addition, the relationship between organizational udaya and self-efficacy and organizational commitment is positive.

CONCLUSION

Based on the above discussion, it can be concluded that all statements of each variable in this study meet the criteria of validity and reliability. The results of hypothesis testing, either through a partial approach (t test) or simultaneous (F test), show that organizational culture and self-efficacy have a positive and significant effect on motivation. However, in part, organizational culture does not show a significant effect on motivation, while self-efficacy has a significant effect on motivation. Thus, it can be concluded that the better the self-efficacy.

SUGGESTION

Based on the answers to the questionnaire, it is known that teachers still feel not free to use new, better ways of doing work and are less able to take risks in carrying out work. To improve organizational culture leaders should treat innovation and risk-taking of their employees. Based on the answers to the questionnaire, teachers still lack a good relationship with colleagues and less able to work together with colleagues.

To improve the morale of teachers, leaders should pay attention to the spirit of the teacher group. For further researchers, it is expected to examine variables outside the variables that have been studied in order to obtain more varied results and can affect the commitment of civil servants at SMPN 16 Pontianak.

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