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The Influence Of Leadership And Organizational Culture On Job Promotion Through Work Commitment At The Regional Office Of The National Land Agency In Gorontalo Province

Suci Handayani Hamim.[1], Prof. Dr. Ismet Sulila, SE., M.Si [2], Dr. Dra. Juriko Abdussamad, M.Si[3]

[1],Master's Student of Gorontalo State University.
[2] Professor of Public Administration, Gorontalo State University.
[3]Doctor of Public Administration, Gorontalo State University.

Corresponding author: 711524014@mahasiswa.ung.ac.id

Abstract

This study aims to analyze the influence of leadership and organizational culture on the job promotion of civil servants at the Regional Office of the National Land Agency in Gorontalo Province, with work commitment as a mediating variable. A quantitative research method with a descriptive design was employed, using Structural Equation Modeling-Partial Least Squares (SEM-PLS) for data analysis. Data were collected through questionnaires distributed to 71 selected employees using purposive sampling. The results show that leadership has a positive and significant effect on work commitment, and organizational culture also exerts a positive and significant influence. Although leadership does not have a direct significant effect on job promotion, work commitment is found to significantly mediate the relationship between leadership and job promotion. Organizational culture has a positive impact on job promotion both directly and indirectly through work commitment. The study concludes that job promotion should be based on an objective and transparent merit system, supported by the development of positive leadership and organizational culture. These findings are expected to contribute to the advancement of human resource management in the public sector, particularly in enhancing the effectiveness of job promotion processes.

Keywords:Leadership, Organizational Culture, Work Commitment, Job Promotions.

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INTRODUCTION

This study explores the implementation of the merit system in the promotion process of civil servants within the Regional Office of the National Land Agency Gorontalo Province. Civil servants management plays a critical role in enhancing efficiency, effectiveness, and professionalism, with promotion being a strategic aspect to ensure competent personnel are placed in appropriate roles. A merit-based promotion system—anchored in qualifications, competencies, and performance—is essential to ensure fairness and objectivity.

Although the merit system is legally mandated through Law Number 5 of 2014 and its amendment in Law Number 20 of 2023, its implementation remains suboptimal in many government institutions. Challenges include inconsistent leadership, unsupportive organizational culture, low employee commitment, resistance to change, and lack of objective performance evaluation.

The study focuses on evaluating the effectiveness of the merit system in Regional Office of the National Land Agency Gorontalo Province, considering factors such as leadership, culture, and commitment. The findings are expected to offer both theoretical insights and practical recommendations to support ongoing bureaucratic reform efforts in Indonesia.

Objectives

Based on the formulation of the research problems, the objectives of this study are to determine:

1. The direct influence of leadership on work commitment at the Regional Office of the National Land Agency Gorontalo Province.
2. The direct influence of organizational culture on work commitment at the Regional Office of the National Land Agency Gorontalo Province.
3. The direct and indirect influence of leadership on the promotion of civil servants Regional Office of the National Land Agency Gorontalo Province.
4. The direct and indirect influence of organizational culture on the promotion of civil servants at the Regional Office of the National Land Agency Gorontalo Province.
5. The direct influence of work commitment on the promotion of civil servants at the Regional Office of the National Land Agency Gorontalo Province.

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DISCUSSION

a. The Influence of Leadership on Work Commitment at the Regional Office of BPN Gorontalo Province

Leadership is a process by which an individual has an impact on others, motivates and directs others to achieve a set goal. According to Sumarsid et al. (2024), leadership involves the ability to motivate team members to achieve organizational goals. In addition, leadership also includes the ability of leaders to guide and motivate employees through various behavioral patterns that are valued by leaders in a process (Halawa & Karneli, 2025). Effective leadership requires a combination of communication skills, decision-making, and the ability to manage group dynamics. A good leader not only focuses on achieving results and goals but also pays attention to the well-being of their team members. The results of the first hypothesis test showed that leadership had a positive and significant effect on work commitment in the Regional Office of the National Land Agency Gorontalo Province. The results of the first hypothesis test showed that leadership had a positive and significant effect on work commitment in the Regional Office of the National Land Agency Gorontalo Province. These findings confirm that the leadership qualities displayed by leaders, both in terms of integrity, managerial ability, and communication style, play an important role in shaping the level of emotional attachment, loyalty, and responsibility of employees to the organization. Effective leadership not only provides clear direction and work motivation but also builds strong relationships based on trust and appreciation. When leaders serve as role models and foster a positive work climate, civil servants naturally feel more motivated to perform their duties and responsibilities to the best of their abilities. This demonstrates that a quality leadership figure is key to cultivating a work culture characterized by commitment and dedication. Furthermore, the significant influence of leadership on work commitment also reflects the strategic role of leaders in creating an organizational climate conducive to the professional growth of employees. Leaders who listen to their subordinates' aspirations, provide space for participation, and encourage individual competency development will foster a sense of ownership toward the organization. This not only increases loyalty but also raises awareness of the importance of personal contributions to the institution's progress. Strong leadership at the Regional Office of the National Land Agency Gorontalo Province becomes an essential element in shaping highly committed civil servants who are ready to face bureaucratic change challenges and maintain integrity

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and work productivity. Therefore, investing in strengthening leadership capacity will have a long-term impact on organizational stability and performance.

These findings align with Nasab & Afshari (2019), who stated that authentic leadership significantly influences employees' organizational commitment. Authentic leadership, characterized by transparency, consistency between values and actions, and a focus on building genuine relationships with subordinates, can enhance employees' trust and loyalty toward the organization. When leaders demonstrate integrity and honesty in daily interactions, employees tend to respect them and are encouraged to contribute more to achieving organizational targets. This indicates that leadership styles emphasizing authenticity and openness can strengthen employees' emotional commitment to the organization, potentially increasing retention and performance. This is also consistent with González-Cánovas et al. (2024), who emphasized that trust in leaders and perceptions of fairness play crucial roles in building employees' affective commitment. Authentic leadership, which reflects moral and ethical values, can enhance employees' perceptions of distributive and interactional justice within the organization. When employees feel that their leaders are fair and trustworthy, they are more likely to develop a strong commitment to the organization. This shows that consistent and fair leadership behavior not only influences job satisfaction but also strengthens employees' emotional bonds with the organization, which is essential for achieving long-term goals and organizational success.

b The Influence of Organizational Culture on Work Commitment at Regional Office of the National Land Agency Gorontalo Province

Organizational culture is a set of values, norms, and beliefs shared among members of an organization that shapes how they interact and collaborate. According to Marliani & Merisa (2024), organizational culture is a vital part of an organization; a set of principles that binds every individual within it. This culture affects employee behavior, decision-making, and how the organization responds to external challenges. A strong organizational culture can optimize employee performance and job fulfillment, while a weak culture may lead to dysfunction and dissatisfaction (Candra, 2024). Therefore, understanding and managing organizational culture is crucial for long-term organizational success.The hypothesis testing results revealed that organizational culture has a positive and significant effect on work commitment at Regional Office of the National Land Agency Gorontalo Province. This finding reflects that the principles, norms, and work habits embedded in the organizational environment play a major role

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in shaping employees' attitudes and emotional attachment to the institution. When organizational culture is consistently nurtured through discipline, openness, recognition of performance, and solid teamwork, civil servants feel more valued and empowered. A positive organizational culture creates a safe, comfortable, and engaging work environment that ultimately fosters a strong commitment to contribute maximally toward achieving shared goals (Dina Dwi Juliawati et al., 2024). This proves that building a healthy organizational culture is not merely an administrative aspect but a crucial strategy for strengthening employee loyalty foundations. Moreover, the significant influence of organizational culture on work commitment also shows that shared values within the organization have the power to unify the direction and work spirit of all civil servants. When all organizational elements share a consistent perception of vision, mission, and upheld work values, a conducive atmosphere for collaboration and innovation emerges. A work culture that encourages integrity, accountability, and professionalism forms an essential foundation for fostering a spirit of togetherness and collective responsibility. Thus, strengthening organizational culture not only increases individual commitment to work but also accelerates organizational transformation toward a more modern, effective bureaucracy oriented toward quality public service. This finding aligns with Erdi et al. (2022), who revealed that a strong and positive organizational culture can strengthen employees' commitment levels to the organization. When principles, norms, and applications within the organization align with fulfilling employees' aspirations and desires, they become more attached and loyal. An organizational culture that supports a conducive work environment, where employees feel appreciated and encouraged to be actively involved, indicates that effective implementation of organizational culture plays a primary role in building high work commitment among employees. Similarly, Susanti et al. (2025) emphasize that a positive organizational culture significantly impacts employee performance by enhancing organizational commitment. A strong organizational culture clarifies organizational goals and expectations while reinforcing collective identity among employees. When employees feel integral to the organization and understand how their roles contribute to shared goals, they are more likely to show higher commitment. Therefore, a positive and consistent organizational culture can be a determining factor in efforts to improve employee commitment and performance.

c. The Influence of Leadership on Civil servants Job Promotion at Regional Office of the National Land Agency Gorontalo Province

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The third hypothesis testing found that leadership has a positive but insignificant effect on job promotion for civil servants at Regional Office of the National Land Agency Gorontalo Province. This indicates that the direction of leadership's influence on promotion tends to be positive, yet its contribution is not strong or dominant enough to statistically affect civil servants promotion processes. It implies that promotion is not solely determined by the quality or leadership style of superiors. In this context, leaders may play a supportive or facilitative role but are not the main determining factor in promotion decisions. Although leaders have roles in coaching and performance assessment, other more dominant factors include merit systems, internal policies, and objective assessments of qualifications and competencies. Moreover, the insignificance of leadership influence on promotion may reflect that the promotion process at Regional Office of the National Land Agency Gorontalo Province follows a more standardized, performance- and competency-based system rather than relying solely on leader perception or preference. This suggests a commitment to professionalism and transparency principles in civil service management, where promotions are conducted objectively, fairly, and based on real employee achievements. However, this condition also leaves room for reflection that leadership roles can still be optimized in career development, such as through empowerment, constructive feedback, and potential development. Therefore, although leadership has not played a significant role, it remains important to strengthen visionary, inspiring leadership dimensions that support civil servants career paths toward more strategic and sustainable directions. This finding is consistent with Mulyono (2019), who found that leadership does not have a significant effect on employee performance. In this case, although good leadership can create a conducive work environment and motivate employees, other factors like clear promotion policies, individual performance, and specific competencies also contribute greatly to promotion decisions. Thus, effective leadership alone is insufficient to guarantee promotion opportunities without transparent and fair performance appraisal and career development systems.

This aligns with Nurudin (2017), who stated that job promotion does not influence employee performance. This indicates that, while leaders contribute to guiding and mentoring employees, promotion decisions are more influenced by structural and organizational policy factors. Therefore, it is important for organizations not only to focus on leadership development but also to ensure promotion systems are based on objective and transparent criteria, so employees understand that promotion is earned

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through clear achievements and competencies rather than leadership influence alone. The results of indirect influence testing found that leadership, through work commitment, has a positive and significant effect on civil servants job promotion at Regional Office of the National Land Agency Gorontalo Province. Thus, work commitment can serve as a good mediating variable in enhancing leadership's influence on promotion. This reflects a mutually reinforcing relationship between effective leadership styles, employee dedication, and career success. In other words, leaders who exemplify role modeling, build good communication, and provide proper direction and motivation not only optimize short-term performance but also indirectly foster strong work commitment in civil servants. This commitment then becomes an important asset for achieving promotion. In a work environment led in an inspiring and participative manner, civil servants feel more valued, demonstrate strong commitment, and show loyalty to duties and the organization. Hence, work commitment becomes a crucial bridge connecting leadership influence with successful civil servants career development. Furthermore, the role of work commitment as a significant mediating variable confirms that good leadership is not merely shown through direction and decision-making but must also internalize organizational values and foster employees' sense of belonging. Strong affective, continuous, and normative commitment will encourage employees to work more optimally, show high loyalty, and continuously develop competencies needed to attain promotion. In this context, promotion is not solely dependent on leadership instructions or technical performance appraisals but is rather the result of continuous coaching and alignment between the leader's vision and individual commitment. Therefore, leaders who can inspire enthusiasm, build trust, and encourage civil servants to contribute maximally also indirectly create a work ecosystem supporting fair and meaningful career advancement. This finding aligns with Li et al. (2022), who stated that leadership significantly affects organizational commitment, which serves as a bridge to enhance proactive work behavior, including readiness for promotion. When a leader creates a supportive relationship and fosters employees' emotional engagement with the organization, it strengthens work commitment. Strong work commitment then increases the likelihood of high performance and productive work behavior, two important indicators in promotion considerations. Thus, leadership indirectly promotes career advancement through work commitment as a form of loyalty and dedication to the organization. This finding also aligns with Men et al. (2021), who emphasized that work commitment plays a significant mediating role in the relationship between transformational leadership and

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long-term work outcomes, including career development. Employees who feel highly committed due to participative and inspiring leadership are more motivated to contribute optimally, serving as a foundation for performance- and potential-based promotion. Thus, although leadership contributes, success in driving promotions heavily depends on the level of commitment formed within employees through leadership influence. Therefore, strong leadership will have a greater impact on promotion when it can internalize organizational values and goals into individual commitment.

d. The Influence of Organizational Culture on Civil Servants Job Promotion at Regional Office of the National Land Agency Gorontalo Province

The fourth hypothesis test found that organizational culture has a positive and significant effect on civil servants job promotion at Regional Office of the National Land Agency Gorontalo Province. This finding confirms that the values, norms, and work habits living and developing within the organizational environment have a real contribution to the opportunities and processes of employee promotion. Organizational culture that encourages discipline, openness, appreciation of achievements, and team collaboration has proven to be an important factor supporting civil servants to excel and be competitive in meeting promotion requirements. In a work environment that upholds positive work culture, everyone has equal opportunities to advance and demonstrate their best performance without discrimination or subjectivity influence. This creates a healthy, transparent work climate that encourages every civil servants to improve their capabilities as part of a merit-based promotion process.

Furthermore, the significant influence of organizational culture on promotion also shows that organizations with strong work cultures are able to create fair and sustainable career development systems. At Regional Office of the National Land Agency Gorontalo Province, a work culture that prioritizes integrity, professionalism, and cooperation has become a crucial foundation in shaping high-achieving human resources worthy of promotion. Such a culture not only builds employee work commitment but also acts as a natural filter to select individuals who truly add value to the organization. Promotion thus becomes more than an administrative process but a form of recognition for employees who consistently absorb and implement organizational culture. Therefore, efforts to strengthen organizational culture must continue as an integral part of progressive and dignified civil servants career development strategies.

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This finding aligns with Setyowati & Miftah (2022), who stated that a strong and positive organizational culture can increase employees' organizational commitment, which opens greater opportunities for promotion. Organizational cultures that emphasize principles such as innovation, collaboration, and recognition of high performance encourage employees to exhibit proactive and superior work behavior. Employees working in such cultural environments tend to feel more motivated and attached to the organization, increasing their chances of being recognized and promoted to higher positions. Thus, a conducive organizational culture is a key factor in creating clear career paths and optimizing promotion opportunities for high-performing employees. This is also consistent with Alfianto & Nadhor (2024), who emphasized that a positive organizational culture significantly affects employee performance by increasing job satisfaction, which ultimately contributes to promotion opportunities. An organizational culture that supports self-development, provides constructive feedback, and recognizes employee achievements creates an environment where employees feel appreciated and encouraged to achieve excellent results. Consistent and superior performance becomes a decisive factor considered in promotion decisions. Therefore, organizations investing in building a positive and supportive culture not only optimize employee satisfaction and performance but also increase civil servants chances of promotion.

The indirect influence test found that organizational culture through work commitment has a positive and significant effect on civil servants job promotion at Regional Office of the National Land Agency Gorontalo Province. Thus, organizational culture can be a good mediating variable in increasing the influence of leadership on promotion. This indicates that the system of values and work habits embedded in the organization plays an important role in shaping employees who are highly committed and have integrity. A strong organizational culture—such as discipline, openness, mutual respect, and cooperation—can build a conducive work atmosphere where civil servants are motivated to contribute maximally. In such an atmosphere, commitment to work grows naturally and becomes a driving force for employees to continuously improve performance and capabilities. The work commitment born from internalizing organizational culture ultimately becomes a solid foundation for achieving promotion objectively and fairly. This signifies that organizational culture not only shapes individual character but also becomes an integral part of civil servants career development systems. Furthermore, the role of organizational culture as a variable capable of mediating the relationship between leadership and promotion reflects that

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consistently practiced organizational values can strengthen the influence of leadership styles on career advancement. In this case, value- and culture-oriented leaders will find it easier to instill professionalism, loyalty, and integrity attitudes in their subordinates. When organizational culture becomes part of civil servants's daily behavior, the resulting work commitment tends to be long-lasting and deep. Employees with such commitment tend to show superior performance and have better readiness to occupy higher positions. Therefore, human resource development strategies emphasizing strengthening organizational culture and building work commitment become very important in creating healthier, transparent, and meritocratic promotion pathways within Regional Office of the National Land Agency Gorontalo Province.

This finding aligns with Putri et al. (2023), who revealed that organizational culture significantly influences work commitment, which can act as a mediating variable in the relationship between organizational culture and individual performance, including promotion achievement. A positive organizational culture builds emotional bonds and employee loyalty to the organization, then strengthens their work commitment. Strong commitment is reflected in motivation to work maximally, show discipline, and actively contribute to realizing organizational goals. Thus, organizational culture indirectly forms a more open promotion pathway by strengthening work commitment, as highly committed individuals are more easily recognized by the organization as suitable promotion candidates.

This also aligns with Wijaya et al. (2020), who emphasized organizational culture and employee commitment as two important factors that can drive career advancement. Employees in organizations with strong cultures—such as recognition culture, open communication, and HR development—will have high work commitment because they feel cared for and supported by the organization. This commitment then motivates employees to show superior performance, an important indicator in promotion evaluations. In other words, organizational culture is not only a supporting element but also a main driver that strengthens work commitment's role as a mediator bridging influence toward career advancement within organizational structures.

e. The Influence of Work Commitment on Civil Servants Job Promotion at Regional Office of the National Land Agency Gorontalo Province

The fifth hypothesis test found that work commitment has a positive and significant effect on civil servants job promotion at Regional Office of the National Land Agency Gorontalo Province. This reflects that employees' loyalty, sense of belonging, and responsibility toward the institution are important factors in determining

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bureaucratic career success. Civil servants with high work commitment generally show dedication in performing tasks, uphold integrity values, and demonstrate consistent and reliable performance. Strong work commitment also creates behavioral stability, reduces turnover, and strengthens collaborative team spirit. Highly committed civil servants deserve prioritization because they have proven able to maintain work ethic and contribute significantly to organizational achievements. Furthermore, this significant influence confirms that the promotion process at Regional Office of the National Land Agency Gorontalo Province is not only based on administrative qualifications but also considers non-formal aspects such as attitude, integrity, and employee loyalty. This reflects a mature human resource management system prioritizing a meritocracy approach based on the quality of commitment. Therefore, it is important for every civil servants to continuously strengthen affective, normative, and sustainable commitment as a main capital in facing career challenges and opportunities in an increasingly competitive bureaucratic work environment. Going forward, increasing work commitment can be facilitated through development programs, coaching, and strengthening organizational culture, thereby creating a more dynamic and results-oriented work ecosystem while supporting smooth leadership regeneration processes within the institution. This finding aligns with Udayar et al. (2024), who stated that job promotion can increase job satisfaction and career prospects for civil servants but may also cause higher work stress. Strong work commitment enables employees to manage additional responsibilities accompanying promotion more effectively, so they can maintain expected performance in their new roles. Thus, employees with high work commitment are not only more likely to be promoted but also more capable of adapting and succeeding in higher positions. This also corresponds with Suharto et al. (2022), who found that organizational commitment positively affects work performance. Employees with high commitment tend to show greater dedication and loyalty to the organization, reflected in improved performance and contributions. Superior performance is often a key criterion in promotion decisions (Siska & Suryalena, 2022). Therefore, work commitment not only influences individual performance but also plays a vital role in career development and upward mobility within organizational structures.

CONCLUSION

Based on the results of the research and analysis conducted, it can be concluded that leadership and organizational culture have a significant influence on work

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commitment at the Regional Office of the National Land Agency of Gorontalo Province. Leadership and organizational culture also indirectly affect the promotion of civil servants through work commitment as an effective mediating variable. This highlights the importance of leadership and organizational culture in creating an environment that supports the enhancement of work commitment, which in turn positively impacts the careers and promotion of civil servants within the Regional Office of the National Land Agency of Gorontalo Province.

Furthermore, this study also demonstrates that work commitment has a significant effect on the promotion of civil servants. Therefore, to improve civil servants promotion, it is crucial to strengthen the factors influencing work commitment, such as effective leadership and a supportive organizational culture. Accordingly, the organization needs to focus more on developing these two aspects in order to foster higher work commitment, which will ultimately accelerate the promotion process within the Regional Office of the National Land Agency of Gorontalo Province.

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