

J 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

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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.

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INTRODUCTION

In the concept of bureaucratic reform, ASN management is an effort to increase the efficiency, effectiveness, and professionalism of the implementation of

personnel duties and functions which include planning, procurement, quality development, position promotion, payroll, and dismissal of employees (Wibowo, 2020). An essential aspect in ASN management is position promotion, which is not only a form of appreciation for performance, but also a strategic means in placing competent employees in the right positions, so that it can support the achievement of organizational goals more optimally (Sabaruddin et al., 2021).. The right placement of employees will have a positive impact on the overall success of the organization (Padjunge et al., 2025).

To ensure that the promotion process runs objectively and fairly, the implementation of a merit system is crucial. The merit system is an approach in ASN management that focuses on qualifications, competencies, and performance as the main basis for personnel decision-making, including in position promotion (Nur Khobiburrohma et al., 2020). In the Indonesian context, this system has been normatively regulated in Law Number 5 of 2014 concerning the State Civil Apparatus as amended by Law Number 20 of 2023 (Effendy et al., 2024). However, the implementation of the merit system in various government agencies has not been fully optimal.

Several studies show that the effectiveness of the merit system still faces a number of challenges. Factors such as inconsistent leadership, culture Salsabila et al., 2024). Effective leadership is needed to consistently uphold the principle of merit, while organizational culture plays a role in shaping norms and values that promote transparency and fairness in the promotion process. On the other hand, high employee work commitment is an indicator of individual readiness to occupy higher positions based on performance and dedication.

Organizations that do not support meritocracy, as well as varying levels of employee work commitment, are the main obstacles in realizing the merit system as a whole (Chairiah et al., 2020); In another study, it was also found that resistance to change, patronage practices, and a lack of objective performance evaluation also weakened the implementation of the merit system (Permana & Taufik, 2023). This indicates that bureaucratic reform through the merit system requires not only strong regulation, but also the commitment of organizations and individuals to implement it comprehensively.

Based on this background, this research is focused on the Regional Office of BPN Gorontalo Province as a *locus* of study. This agency has an important responsibility in land management, so that merit-system-based position promotion is a vital instrument in improving professionalism and service quality. This research was conducted to examine the effectiveness of the implementation of the merit system in the promotion process at the Regional Office of BPN Gorontalo Province and identify the things that affect it, such as leadership, organizational culture, and employee work commitment. It is hoped that the results of this research can

contribute to the development of theory and practical application in supporting bureaucratic reform efforts in Indonesia.

LITERATURE REVIEW

1. Promosi Jabatan ASN

a. Definition of Promotion

Promotion is a type of transfer that includes the replacement of an employee in a certain position who has a great opportunity to get higher rights, compensation, and responsibilities" (Harahap et al., 2023). In the context of government, promotion has an important meaning in creating a professional and accountable bureaucracy. According to Maulana (2021), promotion in the public sector must be based on a merit system, namely qualifications, competencies, and performance, to ensure that the selected individuals have adequate capacity. This is important so that promotions not only improve the careers of individuals, but also contribute to improving the quality of public services. In addition, a good position promotion if the position promotion also pays attention to work discipline, leadership, good work ethic and work performance (Siswanto, 2020).

b. Job Promotion Indicators

According to ASN Law Number 20 of 2023, the indicators of position promotion consist of:

1). Qualifications

Qualification refers to the education, certification, or training possessed by a professional who meets the qualifications for a higher position (Pariasi et al., 2022)

2). Competence

Competency refers to the ability, skills, and knowledge that an employee has to carry out job duties and responsibilities effectively (Liwe et al., 2022).

3). Performance

Performance measures the extent to which an employee can achieve or exceed the targets and standards set by the organization. In addition, individual performance in an organization is also influenced by the characteristics of the organization, such as culture, structure, and the type of people involved in it (Listiani, 2011).

2. Work Commitment

a. Definition of Work Commitment

Commitment is a strong bond of individuals to the goals and values of the organization, which relates to their role in achieving those goals and values. Organizational commitment is an attitude that describes employee loyalty to the organization as well as an ongoing process, where members of the organization focus on achieving organizational success and development

(Sulila, 2021).. Organizational commitment describes the extent to which a worker can know or feel identified with a certain organization and its goals, as well as the desire to remain part of the organization (Diputra et al., 2021).

b. Indicators of Work Commitment

According to (Sukanto et al., 2022), Commitment consists of several indicators, including:

- 1) Affective commitment: arises if the apparatus has the expectation of being a member of the organization as a result of emotional attachment to the organization. Affective commitment is related to the emotional relationship of the apparatus, attachment and employee participation in the organization (Gusmiati, 2022).
- 2) Ongoing commitment: is an encouragement for a person to stay in a job in an organization because there are no other job alternatives. This means that the individual chooses to stay in the organization because the organization provides what he or she needs.
- 3) Normative commitment arises from the personal principles of the apparatus/employee. Normative commitment encourages an employee to remain and contribute to the sustainability of the organization (Dian et al., 2013).

3. Leadership

a. Definition of Leadership

Leadership is a skill possessed by an individual to direct, control, and influence the thoughts, perceptions, or attitudes of people around them in order to realize the planned goals (Abdussamad & Dunggio, 2024). A leader needs to understand well his role as a leader, as well as know the elements of leadership, such as the ability to influence, invite, direct, create, and produce ideas (Rusli et al., 2021).

b. Leadership Indicators

1). Personality

Personality is the characteristics that make up a person's self-identity. (Hilaluddin et al., 2023).

- 2). Ability (Skills) is an ability or skill, while ability refers to individuals who have skills or ability to carry out a task that is manifested through their actions to improve their performance (Nasrudin et al., 2021).

4. Organizational Culture

a. Understanding Organizational Culture

Organizational culture is a series of principles, rules, and beliefs that shape the behavior and interaction of members in an organization (Masnia H. Inombi et al., 2024).. According to (Kaesang et al., 2021), organizational culture is generally considered a must that binds employees in accordance with official rules or organizational policies. Therefore, organizational

culture has a great influence on employee attitudes and behaviors. Organizational ethics are usually related to principles, rules, attitudes, and work ethics upheld by all members of the organization. This serves as a basis for observing employee behavior and their perspective, as well as relationships and cooperation with surrounding conditions (Tui et al., 2024).

b. Organizational Culture Indicators

1). Discipline

Discipline is an attitude and behavior that shows responsibility for life, which arises voluntarily without pressure from outside (Aryani, 2020).. Employees with high work discipline have characteristics such as obeying the rules well, carrying out big duties and responsibilities, being on time, and maintaining discipline in dressing.

2). Openness

Openness is being ready to provide and receive correct information between employees for the benefit of the organization. Openness is the ability to express opinions and express feelings honestly directly (Ummah et al., 2024).

3). Mutual Respect

Behavior that shows appreciation and recognition of the accomplishments and duties and responsibilities of other colleagues. Therefore, it is very important for every stakeholder in the organization to respect and appreciate each other's work and subordinates, in order to create a healthy and productive work environment (Hulu et al., 2022).

4). Cooperation

Cooperation is the willingness to provide and obtain assistance from other employees to obtain results in accordance with the targets of an organization. In addition, the same work will combine ideas that can lead to success (Luruk et al, 2024).

METHOD

1. Place and Time of Research

a. Research Place

The place of this research is at the Regional Office of BPN Gorontalo Province

b. Research Time

The time used to carry out this research is from January to April 2025.

2. Research Approaches, Methods and Design

a. Research Approach

This research was conducted with a quantitative approach, adopting a quantitative paradigm. The problem discussed in this study is an associative problem, which is a research question that focuses on the relationship

between two or more variables. The relationship between variables in this study is causal, namely the relationship that shows cause and effect (Eliya & Suprpto, 2022).

b. Research Methods

The method applied in this study is facto exposure research. Based on the meaning of the word, 'ex post facto' means 'carried out after the event', so this research is categorized as research conducted after the event occurred (Syahrizal & Jailani, 2023).. Therefore, this study can only be conducted after an event involving free and bound variables has occurred. Facto exposure research is also often called comparative casual research, because it aims to unearth information about the cause-and-effect relationship of an event.

c. Research Design

This research is included in the type of quantitative descriptive research and uses the SEM-PLS analysis method. Quantitative descriptive research is research that collects data presented in the form of numbers, although it also includes qualitative data as support, such as words or sentences contained in questionnaires, as well as the results of interviews or consultations between researchers and informants. Quantitative data refers to data in the form of numbers or qualitative data that has been converted into numbers, such as data on a measurement scale (Nana & Elin, 2018). Quantitative research separates the researcher from the object being studied. In this study, a formal instrument that is standard and is used to measure.

RESULT AND DISCUSSION

1. Research Results

a. Validity and Reliability Test

Table 1. Validity and Reliability Test for the leadership variable

No	Validitas			Reliabilitas	
	F _{hitung}	F _{tabel}	Status	Cronbach Alpha	Status
1	0.801	0.306	Valid	0,922	Reliabel
2	0.776	0.306	Valid		
3	0.794	0.306	Valid		
4	0.633	0.306	Valid		
5	0.800	0.306	Valid		
6	0.715	0.306	Valid		
7	0.830	0.306	Valid		
9	0.768	0.306	Valid		
10	0.767	0.306	Valid		
11	0.368	0.306	Valid		
12	0.866	0.306	Valid		
13	0.376	0.306	Valid		
14	0.373	0.306	Valid		
15	0.350	0.306	Valid		
16	0.601	0.306	Valid		
17	0.371	0.306	Valid		
18	0.430	0.306	Valid		
19	0.472	0.306	Valid		
20	0.530	0.306	Valid		

Tabel 2. Validity and Reliability Test for the organizational culture variable

No	Validitas			Reliabilitas	
	r _{Hitung}	r _{Tabel}	Status	Cronbach Alpha	Status
1	0.630	0.306	Valid	0,932	Reliabel
2	0.717	0.306	Valid		
3	0.771	0.306	Valid		
4	0.853	0.306	Valid		
5	0.794	0.306	Valid		
6	0.341	0.306	Valid		
7	0.714	0.306	Valid		
8	0.807	0.306	Valid		
9	0.718	0.306	Valid		
10	0.694	0.306	Valid		
11	0.665	0.306	Valid		
12	0.695	0.306	Valid		
13	0.623	0.306	Valid		
14	0.573	0.306	Valid		
15	0.607	0.306	Valid		
16	0.369	0.306	Valid		
17	0.577	0.306	Valid		
18	0.616	0.306	Valid		
19	0.612	0.306	Valid		
20	0.732	0.306	Valid		

Based on the table above, it was found that of the 20 statements used to measure the influence of the Leadership variable, all statements had a calculated r value greater than the $r_{\text{of the table}}$ of 0.306 so that it was said to meet the validity test and could be used for research data collection. Then for the reliability coefficient of 0.922. The value of Cronbach's Alpha coefficient is greater than 0.6. This shows that a valid leadership instrument has good consistency.

Tabel 2. Uji Validitas & Reliabilitas Variabel Budaya Organisasi

No	Validitas			Reliabilitas	
	r _{Hitung}	r _{Tabel}	Status	Cronbach Alpha	Status
1	0.690	0.306	Valid	0,940	Reliabel
2	0.560	0.306	Valid		
3	0.674	0.306	Valid		
4	0.674	0.306	Valid		
5	0.615	0.306	Valid		
6	0.743	0.306	Valid		
7	0.835	0.306	Valid		
8	0.720	0.306	Valid		
9	0.750	0.306	Valid		
10	0.856	0.306	Valid		
11	0.824	0.306	Valid		
12	0.631	0.306	Valid		
13	0.780	0.306	Valid		
14	0.596	0.306	Valid		
15	0.667	0.306	Valid		
16	0.552	0.306	Valid		
17	0.674	0.306	Valid		
18	0.708	0.306	Valid		
19	0.792	0.306	Valid		
20	0.469	0.306	Valid		

Based on the table above, it was found that of the 20 statements used to measure the influence of the organizational culture variable, all statements had a calculated r value greater than the r of the table of 0.306 so that it was said to meet the validity test and could be used for research data collection. Then for the reliability coefficient of 0.932. The *value of Cronbach's Alpha* coefficient is greater than 0.6. This shows that a valid organizational culture instrument has good consistency.

Table 3. Validity and Reliability Test for the work commitment variable

No	Validitas			Reliabilitas	
	r _{Hitung}	r _{Tabel}	Status	Cronbach Alpha	Status
1	0.771	0.306	Valid	0,950	Reliabel
2	0.777	0.306	Valid		
3	0.641	0.306	Valid		
4	0.657	0.306	Valid		
5	0.749	0.306	Valid		
6	0.678	0.306	Valid		
7	0.743	0.306	Valid		
8	0.793	0.306	Valid		
9	0.834	0.306	Valid		
10	0.795	0.306	Valid		
11	0.781	0.306	Valid		
12	0.707	0.306	Valid		
13	0.596	0.306	Valid		
14	0.695	0.306	Valid		
15	0.794	0.306	Valid		
16	0.748	0.306	Valid		
17	0.651	0.306	Valid		
18	0.735	0.306	Valid		
19	0.671	0.306	Valid		
20	0.643	0.306	Valid		

Based on the table above, it was found that in the 17 statements used to measure the influence of the work commitment variable, all statements had a calculated r value greater than the $r_{\text{of the table}}$ of 0.306 so that it was said to meet the validity test and could be used for research data collection. Then for the reliability coefficient of 0.940. The *value of Cronbach's Alpha* coefficient is greater than 0.6. This shows that a valid work commitment instrument has good consistency.

Table 4. Validity and Reliability Test for the Job Promotion Variable

Tabel 4 Uji Validitas & Reliabilitas
Variabel Promosi Jabatan

Variabel	AVE	Standar	Status
Kepemimpinan	0.981	0.6	Valid
Budaya organisasi	0.886	0.6	Valid
Komitmen kerja	0.767	0.6	Valid
Promosi jabatan	0.954	0.6	Valid

Based on the table above, it was found that of the 20 statements used to measure the influence of the Promotion variable, all statements had a calculated r value greater than the $r_{\text{of the table}}$ of 0.306 so that it was said to meet the validity test and could be used for research data collection. Then for the reliability coefficient of 0.950. The *value of Cronbach's Alpha* coefficient is greater than 0.6. This shows that valid position promotion instruments have good consistency.

b. Prerequisites for Analysis (Outer Model)

Table 5. Result of Convergent Validity

Variabel	Indikator	Outer Loading	Standar	Status
Kepemimpinan	X1.1	0.990	0.6	Valid
	X1.2	0.990	0.6	Valid
Budaya Organisasi	X2.1	0.919	0.6	Valid
	X2.2	0.956	0.6	Valid
	X2.3	0.939	0.6	Valid
	X2.4	0.950	0.6	Valid
Komitmen Kerja	Z.1	0.928	0.6	Valid
	Z.2	0.722	0.6	Valid
	Z.3	0.958	0.6	Valid
Promosi jabatan	Y.1	0.966	0.6	Valid
	Y.2	0.986	0.6	Valid
	Y.3	0.978	0.6	Valid

The description of the outer loading of each variable is described as follows :

Based on the results of the test above, the results were obtained that there was no variable indicator whose outer loading value was below 0.6. So that all indicators are declared feasible or valid for research use and can be used for further analysis.

Table 6. Result of Discriminant Validity

Variabel	Cronbach's Alpha	Standar	Status
Kepemimpinan	0.980	0.7	Reliabel
Budaya organisasi	0.957	0.7	Reliabel
Komitmen kerja	0.848	0.7	Reliabel
Promosi jabatan	0.976	0.7	Reliabel

Based on the table above, the results of the AVE value of leadership variables, organizational culture, work commitment, and position promotion were > 0.6 . Thus, it can be stated that each variable has a good discriminant validity.

Table 7. Result of Composite Reliability

No.	Variabel	Variabel Z	Variabel Y	
			Langsung	Tidak Langsung
1	Kepemimpinan	0.396	0.033	0.212
2	Budaya organisasi	0.544	0.383	0.291
3	Komitmen kerja		0.534	
Determinasi Simultan		0.778	0.825	

Based on the results of the above data processing, it can be seen that the Cronbach's alpha value of each research variable > 0.6 . These results show that each variable has met the composite reliability so that it can be concluded that the entire variable has a high level of reliability.

Table 8. Result of Cronbach's Alpha

Variabel	Composite Reliability	Standar	Status
Kepemimpinan	0.980	0.6	Reliabel
Budaya organisasi	0.957	0.6	Reliabel
Komitmen kerja	0.921	0.6	Reliabel
Promosi jabatan	0.977	0.6	Reliabel

Based on the results of the above data processing, it can be seen that the composite reliability value of all research variables > 0.7 . Thus these results can show that each of the study variables has met the requirements of Cronbach's alpha value, so it can be concluded that the overall variable has a high level of reliability.

c. Inner Model

Based on the image above, the overall results of R Square can be described as follows:

Based on the table above, the results of the determination can be described as follows:

1. The Influence of Leadership, and Organizational Culture on Work Commitment
Overall, it can be interpreted that the R Square value is 0.778 which means that 77.80% of the influence of leadership and organizational culture on work commitment at the Regional Office of BPN Gorontalo Province. While the remaining 22.20% was influenced by other variables outside the research model. The results for each variable were obtained that the most dominant variable had an influence on work commitment, namely organizational culture at 54.40%, followed by the leadership variable at 39.60%.

2. The Influence of Leadership, Organizational Culture, and Work Commitment on Promotion

Overall, it can be interpreted that the R Square value is 0.825 which means that 82.50% of the influence of leadership, organizational culture, and work commitment to the promotion of ASN positions in the Regional Office of BPN Gorontalo Province. While the remaining 17.50% was influenced by other variables outside the research model. The results for each variable were obtained that the most dominant variable had an influence on job promotion, namely employee work commitment of 53.40%, then the organizational culture variable of 38.30% and the lowest, namely the leadership variable of 3.30%.

b. Hypothesis Test Results

Based on the direct influence hypothesis testing table above, the results of the analysis can be described as follows:

1) The influence of leadership on work commitment

The t-statistic value of the influence of leadership on work commitment was obtained with a result of 2,574 with a probability value (P-value) of 0.010. The P-value is smaller than the probability value of 0.05 ($0.010 < 0.05$), then Ha1 is accepted which means that leadership has a positive and significant effect on work commitment at the Gorontalo Provincial BPN Regional Office.

2). The influence of organizational culture on work commitment

The t-statistic value of the influence of organizational culture on work commitment was obtained as a result of 4,088 with a probability value (P-value) of 0.000. The P-value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then Ha2 is accepted, which means that organizational culture has a positive and significant effect on work commitment at the Gorontalo Provincial BPN Regional Office.

3). The Influence of Leadership on Promotion

The t-statistic value of the influence of leadership on work commitment was obtained as a result of 0.301 with a probability value (P-value) of 0.763. The P-value is greater than the probability value of 0.05 ($0.763 > 0.05$), so Ha3 is rejected which means that leadership has a positive effect that is not significant on the promotion of ASN positions in the Regional Office of BPN Gorontalo Province.

4). The Influence of Organizational Culture on Position Promotion

The **t-statistical value** of the influence of organizational culture on work commitment was obtained with a result of 2,958 with a probability value (P-value) of 0.003. The P-value is greater than the probability value of 0.05 ($0.003 < 0.05$), so Ha4 is accepted, which means that organizational culture has a positive

and significant effect on the promotion of ASN positions at the Regional Office of BPN Gorontalo Province.

5). The Effect of Work Commitment on Position Promotion

The t-statistical value of the effect of work commitment on work commitment was obtained as a result of 4,447 with a probability value (P-value) of 0.000. The P-value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then Ha5 is accepted, which means that work commitment has a positive and significant effect on the promotion of ASN positions at the Regional Office of BPN Gorontalo Province.

Indirect Influence

Based on the indirect influence hypothesis testing table above, the results of the analysis can be described as follows:

1). The Influence of Leadership through Work Commitment to Promotion

The t-statistic value of the indirect influence of the leadership variable is 2.197 with a probability value (P-value) of 0.028. If the P-value is greater than the probability value of 0.05 ($0.028 < 0.05$), then Ha6 is accepted which means that leadership through work commitment has a positive and significant effect on the promotion of ASN positions at the Regional Office of BPN Gorontalo Province.

2). The influence of organizational culture through work commitment to Promotion of positions

The t-statistical value of the indirect influence of organizational culture variables was 3.046 with a probability value (P-value) of 0.002. The P-value is smaller than the probability value of 0.05 ($0.002 < 0.05$), so Ha7 is accepted which means that organizational culture through work commitment has a positive and significant effect on the promotion of ASN positions at the Regional Office of BPN Gorontalo Province.

2. 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. Pemimpin yang baik bukan hanya menitikberatkan pada hasil yang dicapai tujuan, namun memperhatikan peningkatan kesejahteraan anggota timnya.

The results of the first hypothesis test showed that leadership had a positive and significant effect on work commitment in the Gorontalo Provincial BPN Regional Office. The results of the first hypothesis test showed that leadership had a positive and significant effect on work commitment in the Gorontalo Provincial BPN Regional Office. 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 (ASN) 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 (Kanwil BPN) of Gorontalo Province becomes an essential element in shaping highly committed civil servants who are ready to face bureaucratic change challenges and maintain integrity 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 Kanwil BPN 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 Kanwil BPN Gorontalo Province. This finding reflects that the principles, norms, and work habits embedded in the organizational environment play a major role 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 ASN Job Promotion at Kanwil BPN Gorontalo Province

The third hypothesis testing found that leadership has a positive but insignificant effect on job promotion for civil servants at Kanwil BPN 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 ASN 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 Kanwil BPN Gorontalo 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 ASN 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 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 ASN job promotion at Kanwil BPN 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 ASN. 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 ASN 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 ASN 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 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 ASN Job Promotion at Kanwil BPN Gorontalo Province

The fourth hypothesis test found that organizational culture has a positive and significant effect on ASN job promotion at Kanwil BPN 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 ASN 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 Kanwil BPN Gorontalo, 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 ASN career development strategies.

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 ASN's chances of promotion.

The indirect influence test found that organizational culture through work commitment has a positive and significant effect on ASN job promotion at Kanwil BPN Gorontalo. 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 ASN 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 ASN career development systems.

Furthermore, the role of organizational culture as a variable capable of mediating the relationship between leadership and promotion reflects that 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 ASN'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 Kanwil BPN Gorontalo.

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 ASN Job Promotion at Kanwil BPN Gorontalo Province

The fifth hypothesis test found that work commitment has a positive and significant effect on ASN job promotion at Kanwil BPN Gorontalo Province. This reflects that employees' loyalty, sense of belonging, and responsibility toward the institution are important factors in determining 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 ASN 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 Kanwil BPN 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 HR management system prioritizing a meritocracy approach based on the quality of commitment. Therefore, it is important for every ASN 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 ASN 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 commitment at the Regional Office of the National Land Agency (Kanwil BPN) of Gorontalo Province. Leadership and organizational culture also indirectly affect the promotion of civil servants (ASN) 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 ASN within Kanwil BPN Gorontalo. Furthermore, this study also demonstrates that work commitment has a significant effect on the promotion of ASN. Therefore, to improve ASN 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 Kanwil BPN Gorontalo.

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