

# Effect of Leadership Style, Job Promotion, and Organizational Work Culture on Motivation and Civil Servant Performance in South Sulawesi

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**Abstract:-** The purpose of this research is to analyze the effect of leadership style on motivation and employee performance, the impact of motivation on employee performance, the impact of job promotions on motivation and employee performance, and the impact of organizational culture on motivation and civil servant performance in South Sulawesi. This research conducted on civil servants in the city of Makassar. The sample in this study were 220 people — the method of data collection done by using a questionnaire distributed to respondents. Data analysis methods used are Structural Equation Modeling (SEM) -AMOS and Sobel Test. The results of this study indicate that the leadership style has a positive and significant effect on work motivation, but the performance shows no significant impact. The indirect impact shows that the leadership style has a positive and significant impact on performance through work motivation. Job promotions, both directly and indirectly show a positive and significant effect on employee motivation and performance. Then, organizational culture also directly influences employee motivation and performance, but the indirect impact shows no significant effect.

**Keywords:-** Leadership Style, Job Promotion, Organizational Culture, Motivation, Employee Performance.

## I. INTRODUCTION

Employee performance is also crucial to note because it can affect the achievement of organizational goals and survival rates in intense global competition. Performance can be interpreted as success in carrying out a job or what someone gets from his actions. To supports the achievement of a prosperous, and prosperous society, strong desire is needed by all stakeholders, and this is inseparable from the role of the leader in improving employee performance individually or as a whole.

An organization will succeed or even fail primarily determined by its leadership style. The leader is responsible for the failure of the performance of a job. A leader will have the burden to take responsibility for his leadership. That's why we are interested in examining the leadership style in the Makassar City Government, whether it affects employee performance or not. Also, the success of an organization or

company will be determined by the role of the leader in managing organizational resources and carrying out all organizational activities optimally. This was also revealed in several empirical findings that participative leadership style had a positive and significant effect on performance (Sudirno and Utama, 2017; Setiawan, 2017; Elizabeth, 2018).

Not only leadership style, but the role of promotion is also crucial in influencing employee performance. Promotions for employees are more important than salary increases. Generally, every promotion means a reward in the form of more money. If an employee knows there will be an opportunity to get a promotion, then there is an incentive for the employee to continue working in government service.

Every work environment also has a work culture or habits that are often practised by its employees. Sometimes it can improve performance or not because good habits can undoubtedly improve the performance of employees and vice versa. We will examine the work culture/habits that are often carried out by employees in the office environment in the Makassar City Government.

Besides that, motivation also plays an important role so that it can improve employee performance. According to Handoko (2003), stated that work motivation is an individual personal condition that encourages the willingness of individual activities to carry out certain activities to achieve goals. Motivating by leaders is so that employees continue to work well and always provide the best performance for the organization. Every leader must encourage and motivate every ingredient to excel.

The population in Makassar City is 1,651,146 people, which must be served by employees in the Regional Work Unit (SKPD) in Makassar City which is approximately 65 SKPD, To serve the community/population in the city of Makassar, the employees - employees and leaders must have excellent performance. They must have the motivation to perform well. A good work culture, is on time, diligent, responsible for accuracy, accuracy, caution so that the quality of performance and responsibility. Promotion of employees is one of the factors that can increase work motivation and employee performance.

Based on that, this research was conducted to test and analyze employee performance that is influenced by

leadership style, job promotions, work culture and work motivation.

## II. LITERATURE REVIEW

### A. Leadership Style

Leadership style is the norm of behaviour used by someone when that person tries to influence the behaviour of others. In this case, the effort to harmonize perceptions among people that will influence behaviour with people whose behaviour will change becomes very important (Thoha, 2015).

According to Robbins and Judge (2007), leadership is one's ability to influence a group of members to work towards their goals and objectives. The source of influence can be obtained formally by occupying a specific managerial position in an organization. Mentioning the responsibilities of leaders in more detail, namely:

- Determine realistic work performance objectives (in terms of quantity, quality, safety, etc.)
- Equipping employees with sources of funds - sources of funds needed to carry out their duties.
- Communicate to employees about what expected of them.
- Give a reward arrangement to encourage achievement.
- Delegate authority if necessary and invite participation if possible.
- Remove barriers to effective work implementation.
- Assess the execution of work and communicate the results.
- Show concern for employees

### B. Job Promotion

According to Moekijat (2010), promotion is the progress of an employee on a better task - better viewed from the perspective of more massive responsibilities, higher dignity or status, better skills, and an especially additional payment of wages or salaries. The conditions of time, place, or other terms of employment can also be characteristic, namely: a better assignment, where an employee gets a promotion, but if the task does not contain more excellent skill or responsibility and higher payment, then this not a promotion. Upgrading is a term that is very related to development. Improvement is the change of an employee from a job that does not require skills in the same organizational unit and this sense; upgrading is a small promotion. Update and promotion is a way to develop and appreciate the skills of employees in the organization.

Promotion and upgrading are distinguished from transfers - transfers are the transfer of an employee from one job to another at the same occupational level and wage or salary level. So, it'sn added or subtle reduction in the duties and responsibilities contained therein, although in essence there are unique changes in terms of work.

Promotion can be based on the length of work (seniority). This practice is very commonly used in government. This method is a promotion of ability, not to carry out obligations, but to provide sufficient assistance to remain in government service. This is not beneficial,

because it will strengthen the system that has the protection of rights, but without the skills. The basis for other and better promotion procedures is a procedure that considers both skills and length of service. This naturally raises the issue of aptitude assessment.

### C. Organizational Culture

According to Nawawi (2015), work culture is a habit that is carried out repeatedly by employees in an organization, violation of this habit does not have strict sanctions, but from the morality of the organizational actors have agreed that the habit is a habit that must be obeyed in the framework of implementation work to achieve goals.

Anthony (1998) argues that this organizational culture is built on deeply held beliefs about how organizations should be run or operate. There are several types of corporate culture, including; bureaucratic culture, supportive culture, and innovative culture. Bureaucratic culture is characterized by a work environment that is structured, organized, orderly, sequential, and has clear regulations. Supportive culture is that places humans as the central point in the organization. An innovative culture is characterized by a work environment full of challenges, providing risky tasks, and requires creativity to complete them.

Organizational culture reflects the general perceptions carried out by all members of the organization. Hence it can be expected that individuals with different backgrounds or different levels in the organization will tend to explain organizational culture with the same terminology.

According to Glickman, *et al.*, (2010), said if linked in a social aspect, the work culture of an organization functions as a social glue that helps unite the organization by providing appropriate standards for what employees must say and do. Finally, culture functions as a mechanism of meaning and control that guides and shapes the attitudes and behaviour of employees.

### D. Motivation

Motivation is the urge that arises in a person consciously or unconsciously to take action with a specific purpose. Motivating by leaders is so that employees continue to work well and always provide the best performance for the organization. Every leader must encourage and motivate every ingredient to excel.

Handoko (2003) states that work motivation is an individual personal condition that encourages the willingness of their own activities to carry out certain activities to achieve goals. According to Husain (1999), work motivation is a factor that can lead to job satisfaction and improve employee performance. In organizational life, we need to get encouragement as a form of work to improve their performance.

### E. Employee Performance

According to Robert L. Mathis and Jackson, (2006); the performance of individual employees is a factor that affects the success of an organization, in addition to

employees can be a competitive advantage they can also become liabilities or obstacles when employees continue to leave the company. When employees work but are not sufficient, then the human resources in the organization are at a loss. Also, Rivai (2005) views that the concept of performance is the real behaviour displayed by everyone as a work achievement produced by employees by their role in the company.

According to Robbins and Judge (2007) in measuring individual employee performance, there are five measuring tools, namely:

- Quality, the quality of performance is measured from the employee's perception of the quality of the work produced and the perfection of the task of the employee's skills and abilities.
- Quantity is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
- Timeliness, which is activity completed at the beginning of stated time, viewed from the point of view coordination with outputs and maximizing the time available for other activities.
- Effectiveness is the level of use of organizational resources (energy, money, technology, raw materials) optimized to increase the results of each unit in the use of resources.
- Independence is the level of an employee who will be able to carry out the work function of work commitment. The level where employees commit to work with the agency and employee responsibilities towards the office.

**III. RESEARCH METHOD**

This research uses a quantitative approach, which works with numbers, the data are in the form of numbers, analyzed using statistics to test hypotheses or answer specific research questions and to predict that a particular variable affects other variables (Creswell, *et al.*, 2003). The population in this study is the entire civil servants (PNS) in Makassar City, totalling 10,890 people. A large number of samples in this study amounted to 220 Civil Servants (PNS) taken from several parts of the Regional Work Unit (SKPD) in the city of Makassar. The data analysis method used in this research is inferential statistical analysis, namely Structural Equation Modeling (SEM) using AMOS (Analysis of Structural Moment) software. The use of the Structural Equation Modeling (SEM) model in research can be done by understanding several conditions or requirements that must be met, that is, testing the model first and then testing the hypothesis.

**IV. RESULT**

*A. Measurement Model Testing*

Testing the measurement model in SEM analysis is intended to test the validity and reliability with Confirmatory Factor Analysis (CFA) with AMOS software. The construct validity can be done by looking at the loading factor value of each indicator in the construct. In this test the indicator is declared valid if it has a Loading factor value > 0.5, while the

construct reliability test is performed by calculating the AVE and CR values of the construct, the construct is declared reliable if the AVE model > 0.5 and the CR model > 0.7. Following are the results of testing the measurement model for all constructs to be analyzed in SEM analysis.

The estimation results of the measurement model of the leadership style construct in Table 1, obtained the loading factor value of all indicators in the leadership style construct > 0.5 so that all indicators are declared Valid. Based on the calculation results show that AVE construct leadership style has exceeded 0.5, and CR construct value has exceeded 0.7. This shows that all indicators in the Leadership Style construct have been reliable.

Likewise, the results of the estimation of the measurement model of the promotion of position promotion and organizational culture that shows the value of the loading factor of all indicators in the promotion of the position of promotion and organizational culture > 0.5, so that all indicators are declared valid. Based on the calculation results show that AVE construct promotion of position and organizational culture has exceeded 0.5, and the value of construct CR has exceeded 0.7. This shows that all indicators in the construct of Position Promotion and organizational culture are reliable.

Construct and Instrument Variables	CFA Test		
	Standardized Loading	AVE	Composite Reliability
<b>Leadership Style</b>			
<i>(GK)</i>	0,782	0,692	0,861
<i>GK1</i>	0,906		
<i>GK2</i>	0,803		
<i>GK3</i>			
<b>Job Promotion (PJ)</b>	0,775	0,749	0,949
<i>PJ1</i>	0,786		
<i>PJ2</i>	0,893		
<i>PJ3</i>	0,969		
<i>PJ4</i>	0,888		
<i>PJ5</i>			
<b>Organizational Culture (BO)</b>	0,859	0,750	0,871
<i>BO1</i>	0,891		
<i>BO2</i>	0,848		
	0,865	0,691	0,916
<b>Motivation (MK)</b>	0,630		
<i>MK1</i>	0,914		
<i>MK2</i>	0,886		
<i>MK4</i>			
	0,937	0,703	0,918
<b>Employee Performance (KP)</b>	0,899		
<i>KP1</i>	0,709		
<i>KP2</i>	0,790		

Construct Instrument Variables	and	CFA Test		
		Standardized Loading	AVE	Composite Reliability
KP3				
KP4				

**Notes:** Based on the estimation results of the measurement model of the constructs of leadership style, organizational culture, promotion, motivation, and employee performance, it shows that the model has had excellent goodness of fit model after dropping indicators and modifying the model. In addition, the results of the construct validity and reliability tests also meet the requirements.

Table 1:- Measurement Model Testing

As for the work motivation variable, the MK3 indicator is dropped from the model because it has a factor loading value <0.5, so there are four valid indicators. Based on the results of calculations from table 1, the loading value of work motivation variable factors > 0.5; AVE > 0.5; and CR construct > 0.7 so that it is valid and reliable. Whereas for

employee performance variables the loading factor values are all indicators in the construct of employee performance > 0.5 AVE > 0.5, and CR construct > 0.7 so that the entire instrument of employee performance is valid and reliable.

**B. Structural Model Specifications**

By referring hypothesis and framework in this study, and then results of the testing measurement model, that shows the MK3 indicator on the construct of work motivation is invalid in measuring of the construct. Also, based on the results of the structural model compatibility test in SEM analysis is done by looking at some Goodness of fit criteria. From the test results do not have a probability value above 0.05 and the chi-square model is not below the required chi-square (chi-square (0.05.119) = 144.508), this shows that the model does not have the same covariance matrix as the covariance matrix population, so the model is not feasible to use to test the research hypothesis. So, it is necessary to modify the model. The results of the modification of the SEM analysis model that was built and will only contain 19 indicators are as follows:

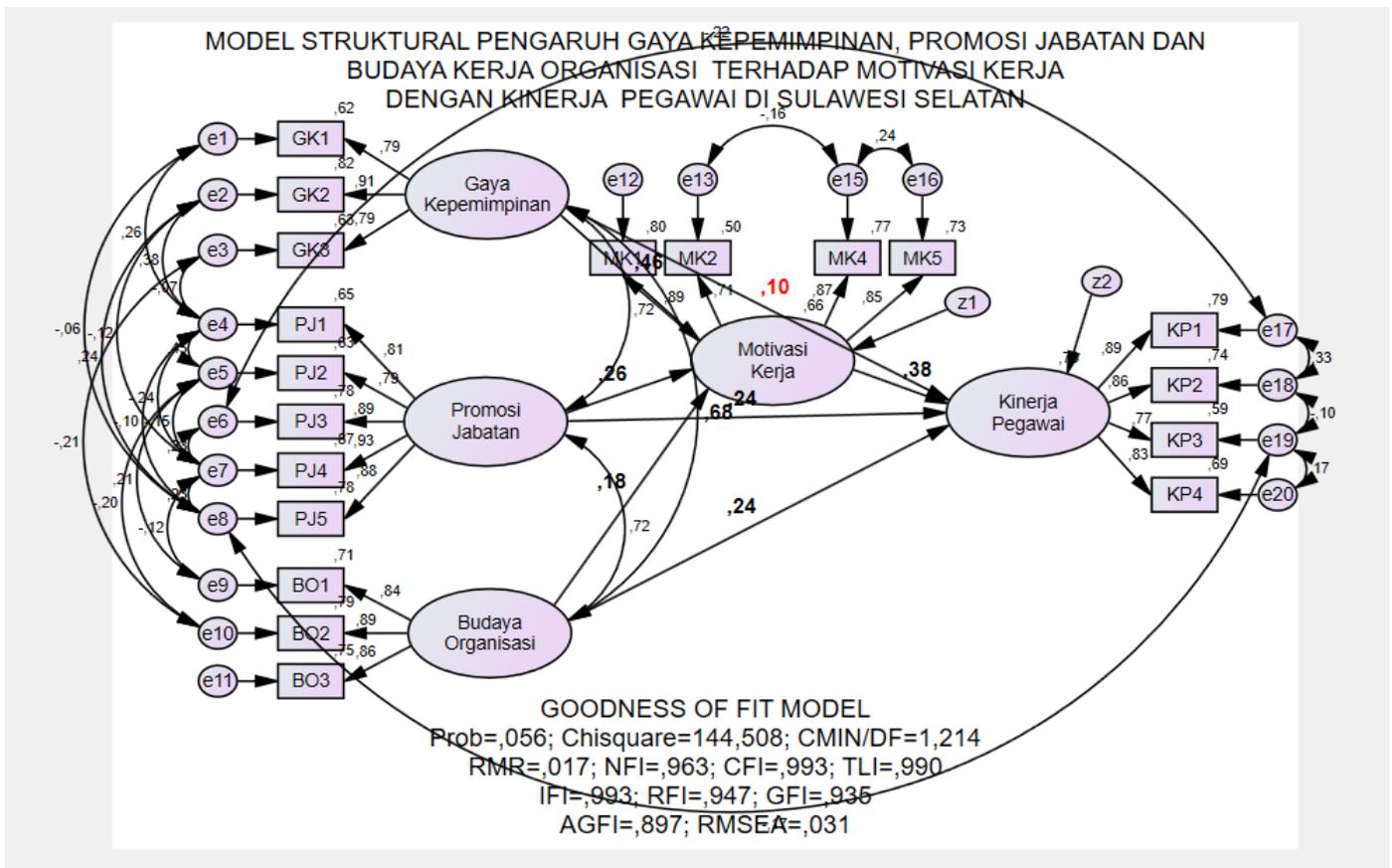


Fig 1:- Structural Model Estimation Results

Based on the picture above, the modification results of the model show that the model has a probability value > 0.05 and chi-square below the required chi-square, this shows that the model has the same covariance matrix as the

population covariance matrix, so the model is feasible to use to test the research hypothesis. The following table shows the criteria for Goodness of fit models, namely:

Goodness of fit index	Hasil	Dipersyaratkan	Keterangan
Chi-square	144,508	Diharapkan kecil	Baik
Probability	0,056	$\geq 0.05$	Baik
CMIN/DF	1,214	$\leq 2,00$	Baik
RMR	0,017	$\leq 0,05$	Baik
NFI	0,963	$\geq 0.90$	Baik
CFI	0,993	$\geq 0.95$	Baik
TLI	0,990	$\geq 0.95$	Baik
IFI	0,993	$\geq 0.90$	Baik
RFI	0,947	$\geq 0.90$	Baik
GFI	0,935	$\geq 0.90$	Baik
AGFI	0,897	$\geq 0.90$	Marginal
RMSEA	0,031	$\leq 0,08$	Baik

Table 2:- Goodness of Fit Model Testing

C. Hypothesis Testing

The hypothesis that was built in this test is as follows:

Ho: There is no significant influence of exogenous variables on endogenous variables

Ha: There is a significant influence of exogenous variables on endogenous variables

With a significant level of 0.05 then Ho will be rejected if the significant value (P) <0.05 and c.r> 1.96, while if the significant value (P)> 0.05 and c.r <1.96 then Ho is not rejected.

Based on the results of the SEM analysis (Table III), the following results are obtained:

➤ On the influence of Leadership Style on Work Motivation (GK → MK) obtained a significance value or p-value of (\*\*\*), with a C.R value of 5.389 positive sign. Because the significance is less than 0.05 or (0.000 <0.05) and the value of C.R is positive and more significant than 1.96 (5.389 > 1.96), the leadership style has a positive and significant effect on work motivation. Thus, the hypothesis can be accepted. That is, the better the leadership style, the employee work motivation will be higher, and vice versa.

➤ Regression Weights: (Group number 1 - Default model)

	Estimat e	S.E.	C.R.	P	Label
M <-- GK	,561	,104	5,389	***	par_1_5
M <-- BO	,189	,090	2,103	,036	par_1_6
M <-- PJ	,237	,079	3,015	,003	par_1_7
KP <-- GK	,109	,100	1,099	,272	par_1_8
KP <-- PJ	,195	,069	2,801	,005	par_1_9
KP <-- M K	,349	,084	4,162	***	par_2_0
KP <-- BO	,230	,070	2,973	,003	par_2_2

	Estimat e	S.E.	C.R.	P	Label
-		7	3	3	1

Table 3:- Hypothesis Testing

- On the influence of Job Promotion on Work Motivation (PJ → MK) obtained a significance value or p-value of (0.003), with a C.R value of 3.015 marked positive. Because the significance is less than 0.05 or (0.003 <0.05) and the value of C.R is positive and is higher than 1.96 (3.015 > 1.96), promotion of position has a positive and significant effect on work motivation. Thus, the hypothesis can be accepted. That is, the better the promotion of the position, the higher employee motivation will work, and vice versa.
- On the influence of Organizational Culture on Work Motivation (BO → MK) obtained a significance value or p-value of (0.036), with a C.R value of 2.103 positive sign. Because the significance is less than 0.05 or (0.036 <0.05) and the value of C.R is positive and greater than 1.96 (2.103 > 1.96), the organizational culture has a positive and significant effect on work motivation. Thus, the hypothesis can be accepted. That is, the better the organizational culture, the higher employee motivation will work, and vice versa.
- On the influence of Leadership Style on Employee Performance (GK → KP) obtained a significance value or p-value of (0.272), with a C.R value of 1.099, which is positive. Because the sign is higher than 0.05 or (0.272 > 0.05) and the value of C.R is positive and smaller than 1.96 (1.099 <1.96), the leadership style has no significant positive effect on employee performance. Thus, the hypothesis can be rejected. That is, the better the leadership style, the employee's performance will not increase significantly.
- On the influence of Job Promotion on Employee Performance (PJ → KP) obtained a significance value or p-value of (0.005), with a C.R value of 2.801 having a positive sign. Because the significance is less than 0.05 or (0.005 <0.05) and the value of C.R is positive and is higher than 1.96 (2.801 > 1.96), promotion of position has a positive and significant effect on employee performance. Thus, the hypothesis can be accepted. That is, the better the promotion, the employee's performance will increase, and vice versa.
- On the influence of Organizational Culture on Employee Performance (BO → KP) obtained a significance value or p-value of (0.003), with a C.R value of 2.973 marked positive. Because the significance is less than 0.05 or (0.003 <0.05) and the value of C.R is positive and greater than 1.96 (2.973 > 1.96), the organizational culture has a positive and significant effect on employee performance. Thus, the hypothesis can be accepted. That is, the better the organizational culture, the employee's performance will increase, and vice versa.
- On the influence of Work Motivation on Employee Performance (MK → KP) obtained a significance value or p-value of (\*\*\*), with a C.R value of 4.162, which is positive. Because the significance is less than 0.05 or (0,000 <0.05) and the value of C.R is positive and greater than 1.96 (4.162 > 1.96), work motivation has a positive

and significant effect on employee performance. Thus, the hypothesis can be accepted. That is, the higher the work motivation, the employee's performance will increase, and vice versa.

#### D. Direct and Indirect Effects

In this study, work motivation variables act as intervening variables that mediate the indirect effect of leadership style variables, job promotions, and organizational culture on employee performance. As for testing the significance of the role of work motivation in mediating the influence of leadership style, promotion of position, and organizational culture on employee performance, the test can be done through the Sobel test (Sobel Test). In this test, the variable of work motivation is stated significant in mediating leadership style, promotion of position, and organizational culture on employee performance if the p-value of the Sobel test results  $<0.05$  and the statistical test value  $> 1.96$ . Following are the results of the Sobel test on each of the indirect effects that are part of the hypothesis testing of the indirect effect through work motivation as an intervening variable.

The indirect effect of Leadership Style on Employee Performance through Work Motivation (GK  $\rightarrow$  MK  $\rightarrow$  KP) based on the results of the Sobel test, the significance value or p-value of (0.00149751 or 0.001) is obtained, with a statistical test value of 3.17516575 or 3.175 positive sign. Because the significance is less than 0.05 or (0.001  $<0.05$ ) and the statistical test scores are positive and greater than 1.96 (3.175  $> 1.96$ ), the leadership style has a positive and significant effect on employee performance through work motivation. Thus, the hypothesis can be accepted. That is, the better the leadership style, the work motivation and employee performance will increase, and vice versa.

On the indirect effect between Job Promotion on Employee Performance through Work Motivation (PJ  $\rightarrow$  MK  $\rightarrow$  KP) based on the results of the Sobel test the significance value or p-value is (0.00726533 or 0.007), with a statistical test value of 2.68443149 or 2.684 positive sign. Because the significance is less than 0.05 or (0.007  $<0.05$ ) and the value of the test statistic is positive and greater than 1.96 (2.684  $> 1.96$ ), the promotion of position has a positive and significant effect on employee performance through work motivation. Thus, the hypothesis can be accepted. That is, the better the promotion of the position, the work motivation and employee performance will increase, and vice versa.

On the indirect effect of Organizational Culture on Employee Performance through Work Motivation (BO  $\rightarrow$  MK  $\rightarrow$  KP) based on the results of the Sobel test, the significance value or p-value of (0.0681885 or 0.068) is obtained, with a statistical test value of 1.82375911 or 1.824 positive sign. Because the sign is higher than 0.05 or (0.068  $> 0.05$ ) and the statistical test value is positive and smaller than 1.96 (1.824  $<1.96$ ), then organizational culture has a significant positive effect on employee performance through work motivation. Thus, the hypothesis can be rejected. That is, the better the organizational culture, the work motivation and employee performance will not increase significantly.

## V. CONCLUSIONS

The findings of the study have implications that leadership style, promotion and organizational culture have a positive and significant effect on employee work motivation. As several studies have shown that when a right leadership style will have a significant impact on better work motivation (Alghazo and Al-Anazi, 2016; Khuong and Hoang, 2015), besides that promotion has a significant effect on employee motivation (Khan, et al., 2010 ; Nurasnita and Harahap, 2018; Prabowo, et al., 2016), and excellent organizational culture will increase work motivation (Ahmad Gani, 2006; Mahal, 2009; Yusof et al., 2016). As in theory, put forward by Mangkunegara (2013) that work motivation form from employee attitudes in dealing with work situations in the company.

Besides, this study not only found an impact on increasing work motivation but also its effect on employee performance. The research findings show that the influence of leadership style on performance shows a non-significant effect. The indirect effect shows that the leadership style has a positive and significant effect on performance through employee work motivation. Likewise, the influence of job promotions on performance shows a positive and significant effect. The indirect effect also shows that the promotion has a positive and significant effect on performance through employee work motivation. And then the influence of organizational culture on performance shows a positive and significant effect. However, the indirect effect shows different findings that organizational culture has a positive but not significant effect on performance through employee work motivation.

From these findings, the researcher hopes that the leadership style, especially in the delegating leadership style, will be maximized, so that expected was it that in the future it will not only affect motivation but will also have a direct impact on employee performance. For example, with superiors fully delegating responsibilities regarding work to employees when needed, or superiors need to give freedom to employees to be able to determine their ways or techniques for carrying out good work, as well as giving full confidence in the ability of employees to do good work.

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