



**THE INFLUENCE OF LEADERSHIP STYLE,
ORGANIZATIONAL CLIMATE, AND WORK CULTURE
ON EMPLOYEE SELF-DEVELOPMENT AND ITS
IMPACT ON JOB PROMOTION AT PT. XYZ**

THESIS

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ABSTRACT

This study investigates the influence of leadership style, organizational climate, and work culture on job promotion, with employee self-development as a moderating variable. The research was conducted at PT. XYZ, focusing on 142 employees from job grades 2 and 3 who are eligible for promotion. A quantitative method was applied using survey data, and analysis was performed with Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4. The results show that all three organizational factors—leadership style, organizational climate, and work culture—have a positive and significant impact on job promotion. Among them, leadership style demonstrated the strongest effect. Employee self-development also has a significant direct influence on job promotion and acts as a moderator in all three relationships. Interestingly, the moderation effects are negative, suggesting that highly self-developed employees are less dependent on organizational support for career advancement. These findings indicate that both organizational factors and individual growth efforts are critical to promotion outcomes. Organizations should not only enhance leadership, climate, and culture but also formally recognize self-development in promotion policies.

Keywords: Leadership Style, Organizational Climate, Work Culture, Self-Development, Job Promotion, Moderation, SmartPLS

ABSTRAK

Penelitian ini mengkaji pengaruh gaya kepemimpinan, iklim organisasi, dan budaya kerja terhadap promosi jabatan, dengan pengembangan diri karyawan sebagai variabel moderasi. Penelitian dilakukan di PT. XYZ dengan melibatkan 142 karyawan dari job grade 2 dan 3 yang memenuhi syarat untuk promosi. Metode yang digunakan adalah kuantitatif dengan pengumpulan data melalui survei, dan analisis dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa ketiga faktor organisasi—gaya kepemimpinan, iklim organisasi, dan budaya kerja—berpengaruh positif dan signifikan terhadap promosi jabatan. Di antara ketiganya, gaya kepemimpinan menunjukkan pengaruh paling kuat. Pengembangan diri karyawan juga memiliki pengaruh langsung yang signifikan terhadap promosi jabatan, serta berperan sebagai moderator dalam ketiga hubungan tersebut. Menariknya, efek moderasi yang ditemukan bersifat negatif, yang menunjukkan bahwa karyawan dengan tingkat pengembangan diri yang tinggi cenderung tidak terlalu bergantung pada dukungan organisasi untuk kemajuan karier mereka. Temuan ini menunjukkan bahwa baik faktor organisasi maupun upaya pengembangan individu sama-sama berperan penting dalam hasil promosi jabatan. Oleh karena itu, organisasi perlu tidak hanya meningkatkan kualitas kepemimpinan, iklim, dan budaya kerja, tetapi juga secara formal mengakui peran pengembangan diri dalam kebijakan promosi.

Kata Kunci: Gaya Kepemimpinan, Iklim Organisasi, Budaya Kerja, Pengembangan Diri, Promosi Kerja, Moderasi, SmartPLS

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LIST OF ABBREVIATIONS

1. LS : Leadership Style
2. OC : Organization Climate
3. WC : Work Culture
4. SD : Self-Development
5. JP : Job Promotion
6. SEM : Structural Equation Modeling
7. PLS-SEM : Partial Least Squares Structural Equation Modeling
8. R^2 : Coefficient of Determination
9. f^2 : Effect Size
10. Q^2 : Predictive Relevance
11. AVE : Average Variance Extracted
12. CR : Composite Reliability
13. HTMT : Heterotrait-Monotrait Ratio