The Effect of Work Motivation and Work Environment on Job Promotion

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Abstract

This research aims to analyze the effect of work motivation and work environment on job promotion at the Employee Cooperative of Bank Indonesia (KOPEBI), Jakarta. The study applies a quantitative approach with an associative method. The total population of 60 employees was used as the sample through a saturated sampling technique. Data were collected using a structured questionnaire and analyzed using SPSS version 26. The analysis includes validity and reliability tests, classical assumption tests, multiple linear regression, correlation coefficient, coefficient of determination, and hypothesis testing. The results show that work motivation has a positive and significant effect on job promotion, with a t-value of 7.617 > 1.672 and a significance level of 0.000 < 0.05. The work environment also has a positive and significant effect on job promotion, with a t-value of 12.004 > 1.672 and a significance level of 0.000 < 0.05. Simultaneously, work motivation and work environment have a positive and significant effect on job promotion, indicated by an F-value of 71.266 > 2.766 and a significance level of 0.000 < 0.05. The coefficient of determination (R^2) is 0.711, meaning that 71.1% of the variation in job promotion is explained by both variables. These findings confirm that a motivated workforce supported by a conducive work environment contributes substantially to employees' promotion opportunities at KOPEBI.

Keywords: Work Motivation, Work Environment, Job Promotion
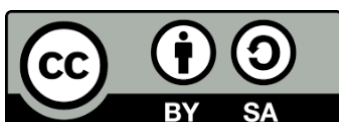
INTRODUCTION

Human Resources (HR) are the most critical assets of any organization, as they determine overall performance and long-term success. Effective human resource management enables organizations to achieve goals efficiently through strategic utilization of employees skills and motivation. One of the indicators of successful HR management is the fair and consistens implementation of job promotions has declined over the past three years.

Two dominant factors suspected to influence job promotion are work motivation and work environment. Motivation drives employees to achieve excellence, while the work environment affects comport, engagement, and productivity. A lack of motivation may lead to low performance, and an unfavorable work environment can hinder employees potential to excel. Thus, this study investigates the impact of work motivation and work environment on job promotion at KOPEBI.

LITERATURE REVIEW
Work Motivation

According to Mangkunegara (2020), work motivation is an internal drive that encourages individuals to be have in ways that lead to goal achievement. Indicators include responsibility, achievement, advancement opportunities, recognition, and challenging work.

Work Environment

Sedarmayanti (2020) defines the work environment as the pysichal and psychological conditions surrounding employees that affect how they perform their tasks. Key indicators include lighting, temperature, noise level, workspace, and interpersonal relationship.

Job promotion

Edison Dkk (2016) describe job promotion as an advancement in position accompanied by greater authority and responsibility. Indicators of job promotion include high competence, broad insight, superior performance, loyalty and honesty.

Hypothesis

Based on theories and previous studies, the hypothesis proposed are:
1. H^{a1}: Work motivation positively and significantly affects job promotion
2. H^{a2} Work environment positively and significantly affects job promotion
3. H^{a3} Work motivation and work environment simultaneously affect job promotion.

RESEARCH METHODS

This research employed a quantitative approach with an associative design. The study was conducted at the employee cooperative of Bank Indonesia (KOPEBI) located in Kebon Sirih Jakarta. The population consisted of 60 employees, all of whom were taken as the sample using a saturated sampling technique the primary data were collected through questionnaires measured on a Likert scale (1-5)

The analytical technique included validity and realibility testing, classical assumption tests (normality, multicollinearity and heteroscedasticity), multiple linear regression t-test, F-test and coefficiend of determination (R^2), processed using SPSS version 26.

RESULT AND DISCUSSION
Instrument Validity Test

The validity test is intented to examine whether each statement item in the questionnaire is valid or not. The criteria for analyzing validity are as follows:
a. If the calculated r value (r-count) > r table, then the instrument is declared valid.

b. If the calculated r value (r-count) < r table then the instrument is declared invalid

Table 1. Validity test results of work motivation variable (X1)

No	Variabel	R Count	R Table	Keterangan
1	X1.1	0.647	0.2542	Valid
2	X1.2	0.732	0.2542	Valid
3	X1.3	0.589	0.2542	Valid
4	X1.4	0.630	0.2542	Valid
5	X1.5	0.725	0.2542	Valid
6	X1.6	0.628	0.2542	Valid
7	X1.7	0.595	0.2542	Valid
8	X1.8	0.741	0.2542	Valid
9	X1.9	0.789	0.2542	Valid
10	X1.10	0.787	0.2542	Valid

Source: Data is processed 2025 (SPSS 26)

Based on the data above , it can be explained that the r-count value for the work motivation variable is greather than the r-table value of 0.2542 therefore, the work motivation variable is declared valid.

Table 2. Validity test results of work environment variable (X2)

No	Variabel	R Count	R Table	Criteria
1	X2.1	0.731	0.2542	Valid
2	X2.2	0.667	0.2542	Valid
3	X2.3	0.759	0.2542	Valid
4	X2.4	0.618	0.2542	Valid
5	X2.5	0.696	0.2542	Valid
6	X2.6	0.788	0.2542	Valid
7	X2.7	0.799	0.2542	Valid
8	X2.8	0.713	0.2542	Valid
9	X2.9	0.683	0.2542	Valid
10	X2.10	0.682	0.2542	Valid

Source: data is processed 2025 (SPSS 26)

The results show that each of the ten statement items of the work environment variable (X2) also has r-count values higher than r-table (0.2542) this means that every questions item is relevant and able to meassure the intented dimensions of the work environment, such as psyhical comfort, communication, and relationship in the workplace. Thus, all items of the work environment variable are declared valid, proving that the instrument can effectively represent the real conditions ptrceived by employees.

Table 3. Validity test of job promotion (Y)

No	Variabel	R Count	R Table	Criteria
1	Y.1	0.672	0.2542	Valid
2	Y.2	0.668	0.2542	Valid
3	Y.3	0.735	0.2542	Valid

4	Y.4	0.729	0.2542	Valid
5	Y.5	0.702	0.2542	Valid
6	Y.6	0.794	0.2542	Valid
7	Y.7	0.670	0.2542	Valid
8	Y.8	0.794	0.2542	Valid
9	Y.9	0.740	0.2542	Valid
10	Y.10	0.792	0.2542	Valid

Source: Data is Processed 2025 (SPSS 26)

For the job promotion variable (Y), all ten statement items have r-count values exceeding r-table (0.2542) this demonstrates that each questions item validity measures the aspects of job promotion, such as fairness, performance -based evaluation, and opportunities for career advancement. Therefore, all items of the job promotion variable are declared valid. Signifying that instrument is appropriate for measuring employees perception regrading job promotion policies and practices.

Reability test

Reability testing aims to determine wheter the instrument used in this study produces consistent results when administered repeatedly under similliar conditions. A queationnaire is considered reliable if the value of Cronbach alpa (a) is greater than 0,60 the results of the reability test for each variable are presented as follows:

Table 4. Reability test result

Variabel	Cronbatch Alpha	Standar Cronbatch Alpha	Criterition
Work Motivation (X1)	0.903	0.600	Realible
Work Environment (X2)	0.958	0.600	Realible
Job Promotion (Y)	0.919	0.600	Realible

Source: Data is Processed SPSS 26

Based on table above, it can be explained that all research variable work motivation, work environment and job promotion have Cronbach alpha values greather than 0.60. this means that each instrument used in this research is reliable and can be trusted to produce stable and consistent result, in the words the questionnaire items measuring these variables have internal consistency, meaning respondents gave consistent responses to similliar questions. Therefore, the data obtained from these instrunents can be used confidently for futher statistical analyisis.

Table 5. Multiple linier regression

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.874	3.177		2.478	.016
Work Motivation	.065	.127	.062	.514	.609
Work Environment	.766	.117	.794	6.538	.000

a. Dependent Variable: Job Promotion

Based on table above, the regression equation can be formulated as follows.

$$Y = 7{,}874 + 0{,}065\ X1 + 0{,}766\ X2$$

The equation will describe multiple linear regression tests tests for each of the variable in the study.

1. 7.874 is a constant, which means that if there is no change from the independent variable work motivation (X1) Work environment (X2) job promotion (Y) 7.874
2. 0.065 is the coefficient of work motivation (X1) which means that if there is an increase in work motivation (X1) then job promotion (Y) will increase by 0.065

3. 0.766 Work environment (X2 which means that if there is work environment (X2) then job promotion (Y) will increase 0.766

After performing multiple linear regression analysis, the next test is partial testing. The parcel test determines wheter the independent variable (X) significantly affects the dependent variable (Y) the test was carried out with a significace level of 0.05. if t-count value is < from the t-table the the proposed hyphotesis is rejected.

Table 6. T Test Results Work Motivation (X1) to Job promotion (Y)

Coefficientsᵃ

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	11.466	4.104		2.794	.007
	Work Motivation	.740	.097	.707	7.617	.000

a. Dependent Variable: Job Promotion

Based on the table above obtained the result of variable X has a calculated t value of 7.617 > 1.672 t table that shows there is an influence between work motivation to job promotion. If the sig value < 0.05 then it means that the independent variable (X) affects dependent variable (Y) from the table above can be concluded that, work motivation affects job promotion because Sig. 0.00 < 0.05

Table 7. T Test Results Work Environment (X2) to Job Promotion (Y)

Coefficientsᵃ

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	8.576	2.850		3.009	.004
	Work Environment	.815	.068	.844	12.004	.000

a. Dependent Variable: Job Promotion

Based on the table above obtained the result of variable X has a calculated t value of 12.004 > 1.672 t table that shows there is an influence between work Environment to job promotion. If the sig value < 0.05 then it means that the independent variable (X) affects dependent variable (Y) from the table above can be concluded that, work Environment affects job promotion because Sig. 0.00 < 0.05

Table 8. Simultaneous Test (F Test) Work Motivantion (X1) and Work Environment (X2) Affects Job Promotion (Y)

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1115.061	2	557.531	71.266	.000ᵇ
	Residual	445.922	57	7.823		
	Total	1560.983	59			

a. Dependent Variable: Job Promotion
b. Predictors: (Constant), Work Environment , Work Motivation

Based on the results of the simultaneous F-test, it is known that the calculated F-value of 71.266 > 2.766 F table with a significance value of 0.00 < 0.05 this indicated that work motivation (X1) and work environmwnt (X2) simultaneously have positive and significant effect on job promotion (Y) at the employee cooperative of bank Indonesia (KOPEBI) Di Kebon sirih Jakarta therefore, the null hypothesis Ho3 is rejected, and the alternative hypothesis Ha3 is accepted. This means that when both work motivation and work environment increase the level of job promotion among employees also tends increase.

Table 8. Results of the coefficient of determination test simultaneously for work motivation (X1) and work Environment (X2) on job promotion (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845ᵃ	.714	.704	2.797	1.992

a. Predictors: (Constant), Work Environment , Work Motivation
b. Dependent Variable: Job Promotion

Based on the table above, the value of the coefficient of determination (Rsquare) is 0.714 which means that 71,4% of the variation in job promotion (Y) can be explained by the independent variables, namely work motivation (X1) and work environment (X2) meanwhile, the remaining 28,6% is influenced by other factors not extamined in this study. In other words, this result indicates that both work motivation and work environment have a strong simultaneous influence on job promotion among employees of the koperasi pegawai bank Indonesia (KOPEBI) at kebon sirih jakarta.

Discussion

The results indicate that motivated employees who work in supportive environments demonstrate better performance, which increases their likelihood of promotion. These findings are consistent with Mangkunegara (2020) and Sedarmayanti (2020) who emphasized that motivation and conducive environments are key determinants of career advancement. The findings reinforce the importance of managerial efforts to maintain employee motivation and continuously improve the physical and psychological aspect of the workplace

CONCLUSIONS

This study concludes that work motivation has a positive and significant effect on job promotion at KOPEBI. Work Environment has a positive and significant effects on job promotion. Work Motivation and work environment jointly have a significant effect on job promotion, explaining 71,1% of the variation in promotion outcomes. The management of KOPEBI should enhance motivational programs by implementing fair reward systems and providing career development opportunities, moreover, the pyshical and social work environment should be maintained to ensure employee comfort and sustained productivity.

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