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## The Effect of Job Promotion and Work Environment On Employee Work Productivity

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### Abstract

This study aims to analyze the effect of job promotion and work environment on employee work productivity. Job promotion provides opportunities for employees to advance their careers, which in turn increases motivation and commitment to organizational goals. Meanwhile, a conducive work environment supports efficiency, comfort, and concentration during work. This research uses a quantitative approach with a descriptive and explanatory design. Data were collected through questionnaires distributed to 120 employees at a private company in Indonesia. The analysis technique used was multiple linear regression. The results show that job promotion has a positive and significant effect on employee productivity, indicating that fair and transparent promotion policies enhance employees' performance and enthusiasm. The work environment also has a significant influence on productivity, suggesting that good facilities, supportive relationships, and a comfortable atmosphere improve work outcomes. Simultaneously, both variables have a strong influence on employee productivity. This study concludes that career advancement opportunities and an optimal work environment are crucial factors in increasing productivity. The findings contribute to human resource management practices by emphasizing the need for equitable promotion systems and improved workplace conditions.

**Keywords:** *Job Promotion, Work Environment, Employee Productivity, Human Resource Management*

### I. INTRODUCTION

Human resources are the key to a company's success in carrying out its operational activities. In every company, the human element, or workforce, is the primary driving force in the process of achieving a goal. As we know, one of the goals of a company is to have employees who work efficiently. And a company's efficiency depends heavily on the success or failure of human resource development within the company to increase employee productivity (Mohammed, 2024).

Employee work productivity is one of the key indicators that determine an organization's success. High productivity reflects that employees are able to work effectively and efficiently to achieve organizational goals. However, in reality, not all organizations can maintain an optimal level of productivity. Internal factors such as motivation, career opportunities, and working

conditions often become the main determinants of employees' performance. Therefore, understanding the factors that influence work productivity is essential for effective human resource management (Nayem & Uddin, 2024).

One important factor that affects productivity is job promotion. Job promotion represents a form of recognition for employee performance and loyalty, providing increased responsibilities, authority, and rewards. According to Phuong et.al (2025), a fair and transparent promotion system can enhance employee confidence, work spirit, and commitment to the organization. Conversely, if promotions are conducted unfairly or without clear criteria, employees may feel dissatisfied, demotivated, and eventually experience a decline in their work productivity. One way to acquire quality human resources is through job promotions. Promotions are transfers that increase an

employee's authority and responsibility to a higher position within an organization, thereby increasing their obligations, rights, status, and income (Rumengan et.al, 2021; Jindain & Gilitwala, 2024). Job promotions are expected to enable human resources within an organization or company to demonstrate their best abilities, as they stimulate or encourage them to compete and give their best.

In addition to promotion, the work environment also plays a crucial role in determining employee productivity. A comfortable, safe, and supportive work environment can foster a positive atmosphere and increase work efficiency. According to Jindain & Gilitwala (2024), the work environment includes physical aspects such as lighting, air circulation, and cleanliness, as well as non-physical aspects such as relationships among colleagues, communication with supervisors, and the overall organizational climate. A conducive work environment encourages employees to be more focused, motivated, and enthusiastic in performing their tasks. The work environment is everything surrounding workers that can influence them in carrying out their assigned tasks (Kiptulon et.al, 2024). Companies are required to provide and create a comfortable and adequate work environment for their employees. The work environment for employees has now become a crucial factor in maintaining employee productivity, as not all employees will be satisfied with their work simply by considering and considering environmental factors. A good work environment cannot be created automatically; companies create and design work environments for their employees, and employees are satisfied when they feel their work environment aligns with their expectations (Hessari et.al, 2025).

Productivity is the relationship between inputs and outputs of a productive system. Employees are required to have high work productivity because high productivity will effectively achieve company goals. Achieving high work productivity is not easy. Company management must be able to manage the company's human resources to work effectively and efficiently (Hajar et.al, 2021). This can be achieved if the company

provides opportunities for each employee to be promoted. Furthermore, company management must be able to provide a positive work environment to achieve high work productivity.

## **Literature Review**

### **1. Employee Work Productivity**

Employee work productivity is generally defined as the level of output—both in quantity and quality—produced by an employee within a certain period relative to the input used (such as time, skills, and resources). Productivity is often measured through indicators such as task completion, work quality, timeliness, initiative, and attendance rate (Sitindaon & Paramitha, 2025). In human resource management literature, productivity is seen not only as an individual outcome but also as the result of the interaction between employee capability, motivation, and organizational conditions. Therefore, studies on employee productivity often highlight both individual factors (Kiptulon et.al, 2024) and organizational factors (e.g., promotion systems, work environment, and leadership). Employee work productivity is the measure of an employee's efficiency in completing their job duties, often seen as the ratio of output to input. It can be measured by tracking factors like the quantity and quality of work, time taken to complete tasks, and overall contribution to organizational goals. Improving productivity can lead to higher profits, better employee engagement, and a stronger competitive advantage for the company (Hessari, et.al, 2025).

### **2. Job Promotion**

Job promotion refers to the upward movement of an employee within the organizational hierarchy, usually accompanied by an increase in responsibility, authority, and compensation. Theoretically, promotion serves as a form of recognition or reward that motivates employees to maintain and improve their performance. Hasibuan (2019) stated that a fair and transparent promotion system enhances employees' self-confidence, work enthusiasm, and commitment to the organization (Sugiyanta et.al, 2021).

Conversely, unfair or biased promotions can lead to dissatisfaction, reduced morale, and lower productivity. In addition, career path clarity and development opportunities are important components of promotion systems that sustain long-term motivation and performance. A job promotion is the advancement of an employee to a higher position within an organization, typically accompanied by increased responsibility, authority, and compensation (higher salary). It is a form of recognition for an employee's good performance, dedication, and potential to take on more complex or strategic tasks, and is a significant milestone in one's career (Tran & Ngoc, 2024).

### 3. Work Environment

The work environment encompasses both physical and non-physical aspects that affect employees' ability and willingness to perform effectively. Physical factors include lighting, temperature, cleanliness, ergonomics, and safety, while non-physical factors include interpersonal relationships, supervision quality, communication, and organizational climate (Wai et.al, 2024). A supportive and comfortable environment encourages employees to focus, reduces stress, and enhances job satisfaction, all of which lead to improved productivity. Conversely, an unsafe, noisy, or unsupportive work environment can create fatigue, conflict, and decreased motivation, eventually lowering productivity levels (Fatima et.al, 2024). A work environment is the physical and social setting where employees perform their jobs, encompassing everything from office layout and equipment to company culture, management styles, and team dynamics. It includes both tangible aspects like the office space and intangible elements like workplace relationships and company policies. A healthy work environment can boost employee productivity, well-being, and satisfaction.

### Empirical Support

Empirical studies consistently show that both job promotion and work environment significantly influence employee productivity. Research indicates that promotion opportunities lead to increased motivation, job

satisfaction, and organizational commitment, which ultimately improve performance. Employees who perceive fair promotional systems are more likely to engage in discretionary behaviors that support organizational goals. However, some studies note that the effect of promotion may be short-term unless supported by continuous career development (Damayanti, 2024). Numerous studies reveal that favorable working conditions—adequate facilities, positive interpersonal relations, and supportive leadership—positively correlate with productivity. Improved work environments are associated with lower absenteeism, fewer errors, and higher employee engagement. Studies that include both variables show that job promotion and work environment jointly explain a significant portion of productivity variation (Bello et.al, 2024). Some scholars also identify mediating or moderating effects: for example, job satisfaction or employee engagement mediates the relationship between promotion and productivity, while work environment may moderate the impact of promotion by amplifying its motivational effect. The following is a summary of several previous studies related to the problems in this study.

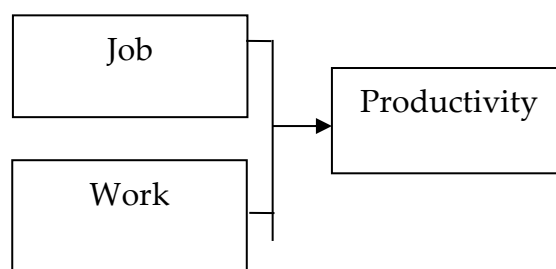


Figure 1. Conceptual Framework

## II. METHODS

This study adopts a quantitative research approach with a descriptive and explanatory design. The descriptive aspect aims to provide an overview of job promotion, work environment, and employee productivity conditions within the organization. The explanatory aspect seeks to analyze the causal relationship between job promotion (independent variable  $X_1$ ), work environment (independent variable  $X_2$ ), and employee work

productivity (dependent variable Y). The study uses a survey method through questionnaires distributed to employees, allowing for objective and measurable data collection.

Table 1. Variable and Scale

Variable	Conceptual Definition	Indicators	Scale
<b>Job Promotion (X<sub>1</sub>)</b>	Upward movement of employees within the organization accompanied by increased status, responsibility, and compensation (Hasibuan, 2019).	1) Fairness in promotion2) Transparency of criteria3) Performance-based promotion4) Opportunity for career advancement	Like rt Scale (1–5)
<b>Work Environment (X<sub>2</sub>)</b>	All physical and non-physical factors that influence employee ability and motivation to perform tasks effectively (Sedarmayanti, 2017).	1) Physical comfort and safety2) Relationships with colleagues3) Communication with supervisors4) Organizational climate	Like rt Scale (1–5)
<b>Employee Work Productivity (Y)</b>	The level of effectiveness and efficiency of employees in producing output within a specific time period (Siagian, 2018).	1) Work quality2) Work quantity3) Timeliness4) Work initiative	Like rt Scale (1–5)

The test tool used to analyze the hypothesis in this study is Multiple Linear Regression Analysis to test the variables of product quality and promotion on purchasing decisions. Multiple Linear Regression Analysis is influenced to determine the influence of several X variables on one Y

variable. The data that has been collected is then subjected to hypothesis testing using the t-test and F-test.

### III. RESULTS

#### Hypothesis Partial Testing

Partial testing is conducted to determine whether each independent variable has an effect on the dependent variable. The test of the effect of the independent variables (X) on the dependent variable (Y) can be seen in the following table.

Table 2. T test and Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.535	4.096			.131	.896
	Job Promotion	.925	.133	.616		6.957	.000
	Work Environment	.290	.092	.277		3.134	.003

Source: Research Results, 2025

Based on Table 5.11, the t-test values

are:

$$a = 0.535$$

$$\beta_1 = 0.925$$

$$\beta_2 = 0.290$$

Therefore, the multiple linear regression equation for two predictors (Job Promotion and Work Environment) is:

$$Y = 0.535 + 0.925X_1 + 0.290X_2$$

Based on the regression equation above, it can be seen that the constant value is 0.535, meaning that if the work productivity variable is not influenced by job promotion factors and the work environment is 0, then employee work productivity is 0.535 one-unit. The X<sub>1</sub> coefficient is 0.925, meaning that for every one-unit increase in the job promotion variable, employee work productivity will increase by 0.925 one-unit, assuming the work environment variable is considered constant. The X<sub>2</sub> coefficient is 0.290, meaning that for every one-unit increase in the work

environment variable, employee work productivity will increase by 0.290 one-unit, assuming the job promotion variable is considered constant.

Table 2 shows the calculated t-value of 6.957 is greater than the t-table of 1.668 with a probability of t, namely sig 0.000, which is smaller than the significance limit of 0.05. This means that the job promotion variable (X1) partially has a significant effect on employee work productivity (Y). Thus, the job promotion factor has a contribution to employee work productivity. The results of this study support the results of Dion Yanuarmawan's (2012) study which proved that job promotion has a positive and significant effect on work productivity. The calculated t-value of 3.134 is greater than the t-table of 1.668 with a probability of t, namely sig 0.003, which is smaller than the significance limit of 0.05. This means that the work environment variable (X2) partially has a significant influence on employee work productivity (Y). Thus, work environment factors have a contribution to employee work productivity. The results of this study support the results of Apriani's (2010) research which proved that the work environment has a positive and significant influence on work productivity.

### Hypothesis Simultaneous Testing

From the simultaneous testing, the hypothesis in this study was proven: the Job Promotion variable (X1) and the Work Environment variable (X2) jointly influence the Y variable (employee work productivity). If the Sig value in the ANOVA table is  $< \alpha$  0.05, then  $H_0$  is rejected. However, if the Sig value is  $> \alpha$  0.05, then  $H_0$  is accepted. The data required to test the above hypothesis are as follows:

**Table 3. F test**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	852.317	2	426.159	55.468	.000 <sup>a</sup>
Residual	491.712	64	7.683		
Total	1344.030	66			

Source: Research Results. 2025

The calculated F value above is 55.468 which is greater than the Ftable of 3.13 with a sig of  $0.000 < \alpha$  0.05, indicating that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the Job Promotion (X1) and Work Environment (X2) simultaneously have a significant effect on Y (employee work productivity).

### Determination Test

To determine the influence of product quality and promotion on consumer purchasing decisions. From the test results with SPSS, the correlation coefficient value was obtained as shown in the following table.

**Table 3. Determination Test**

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.7963 <sup>a</sup>	.6341	.6233

Source: Research Results. 2025

Based on the SPSS calculation results,  $r_{xy} = 0.7963$  is obtained, meaning that the magnitude of the influence of Job Promotion and Work Environment on employee work productivity is strong, around the interval of 0.60 - 0.799. The Adjusted R-Square value obtained is 0.6233, indicating that approximately 62,33% of the Y variable (employee work productivity) can be explained by the Job Promotion and Work Environment. Or practically, it can be said that the contribution of Job Promotion (X1) and Work Environment to the Y variable (employee work productivity) is 62.33%. The remainder ( $100\% - 62.33\% = 37.67\%$ ) is influenced by other variables such as compensation, discipline, engagement, and others that were not examined in this study.

## IV. DISCUSSION

Job promotions have a positive and significant impact on employee work productivity. This is demonstrated by the t-test calculation results (attached), which show the calculated t-value for the promotion variable is 6.957 with a probability of 0.000. Using a 5% significance level, the probability value is less than 0.05, indicating that the hypothesis in this

study is accepted. Therefore, it can be concluded that job promotions have a positive and significant impact on employee work productivity (Bolaito & Mohamoud, 2024).

A better job promotion will increase the work productivity of both employees and superiors, and can also serve as a basis for increased work effectiveness. This demonstrates that job promotions play a crucial role in organizations or companies, as they can influence the company's success in achieving collective work productivity. This aligns with previous research by Yanuarmawan (2012), which demonstrated that job promotions have a positive and significant impact on work productivity. The work environment has a positive and significant impact on employee work productivity. This is demonstrated by the t-test calculation results (attached), which show the calculated t-value for the promotion variable is 6.957 with a probability of 0.003. Using a 5% significance level, the probability value was less than 0.05, indicating that the hypothesis in this study was accepted. Therefore, it can be concluded that the work environment has a positive and significant influence on employee productivity (Choudhary et.al, 2025).

A better work environment in a company will increase the productivity of both employees and superiors, and can also serve as a basis for increasing work effectiveness. This demonstrates that the work environment plays a crucial role in an organization or company, as it can influence the company's success in achieving collective work productivity. This aligns with previous research by Apriani (2002), which demonstrated that the work environment has a positive and significant influence on work productivity. Based on the results of multiple linear regression, it was found that the variable with the greatest influence on employee productivity was job promotion, with a regression coefficient of 0.925, followed by the work environment variable with a regression coefficient of 0.290. However, both variables play an equally important role in increasing employee productivity. The results of the R-Square determination coefficient test obtained were 0.6341, indicating that the contribution of job promotion (X1) and work environment

variables (X2) in explaining their influence on employee work productivity variables was 63.41%, the remaining 36.59% was influenced by other variables not examined in this study.

## V. CONCLUSION

The results show that fair, transparent, and performance-based promotion systems motivate employees to work harder and perform better. Promotion not only serves as recognition of past performance but also acts as a source of future motivation. When employees see real opportunities for career growth, their enthusiasm, loyalty, and productivity tend to increase significantly. A supportive and comfortable work environment—both physically and non-physically—plays an essential role in improving employee performance. Factors such as safety, cleanliness, interpersonal relations, communication, and leadership style create a sense of comfort and belonging among employees, which leads to higher concentration, morale, and efficiency at work.

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