

The Influence of Organizational Culture, Work Environment, and Job Promotion on Work Motivation and Employee Performance

*The Influence on Work
Motivation and
Employee Performance*

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ABSTRACT

Driven by the inconsistent achievement of performance targets among civil servants, this study investigates the critical determinants of work motivation and professional output within the public sector. Employing a quantitative explanatory research design, the analysis utilized data gathered from 142 purposefully selected civil officials through an online survey. The structural relationships were evaluated using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to ensure robust statistical inference. The empirical results indicate that organizational culture, the physical and social work environment, and job promotion opportunities exert positive and statistically significant effects on both employee motivation and overall performance. The work environment emerged as the most influential factor in driving these improvements. These findings suggest that public sector institutions should prioritize the cultivation of a cohesive culture, the optimization of workplace conditions, and the establishment of transparent, merit-based promotion frameworks. The research concludes that strategic organizational and managerial interventions are fundamental to enhancing the quality of human resources. By addressing these structural elements, public administration can effectively bridge the gap between current performance fluctuations and established institutional objectives, ensuring a more motivated and productive workforce in the long term.

Keywords: *Employee Performance, Job Promotion, Organizational Culture, Work Environment, Work Motivation.*

INTRODUCTION

This research is critically significant due to the inconsistent performance of civil servants in Malang Regency, who have repeatedly failed to meet established institutional objectives. Empirical data spanning 2019 to 2023 demonstrate a volatile decline in fundamental performance metrics, such as integrity, service orientation, commitment, leadership, teamwork, and discipline. Such instability highlights deep-seated challenges within public sector human resource management that necessitate systematic intervention to optimize service delivery (Nugraha et al., 2024). Furthermore, the diversity of organizational cultures across various regional government bodies in Malang Regency adds complexity to the issue; distinct institutional values uniquely shape how employees adapt, especially during pivotal career transitions like job promotions (Butt et al., 2015; Jumady, 2022). Consequently, this study examines the interconnections between organizational culture, work environment, promotion pathways, work motivation, and professional performance to strengthen human resource capabilities (Cori & Purnama, 2019; Virgana, 2020).

The observed phenomena indicate that enhancing employee output depends not only on administrative structures but also on vital psychological drivers such as work motivation (Vanessa et al., 2019). Suboptimal workplace conditions, fragmented cultural

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implementation, and promotion mechanisms that deviate from merit-based principles can erode internal motivation, thereby diminishing overall performance (Putra et al., 2020; Wilderom et al., 2021). Recognizing these dynamics, the current study investigates the integrated impact of organizational culture, the work environment, and job promotion systems on both employee performance and motivation (Azanza et al., 2013). By addressing these multifaceted organizational and psychological elements, the research seeks to provide a comprehensive framework for stabilizing and improving the quality of public sector human resources in a demanding administrative landscape.

This research is further driven by the presence of notable empirical inconsistencies in existing literature, which constitute a significant research gap. Some scholarly works suggest that organizational culture does not exert a substantial influence on employee performance (Renah & Setyadi, 2014; Iskamto, 2023). Alternative findings demonstrate a significant positive correlation between these variables (Aditya et al., 2021; Ulum et al., 2025). Divergent results are also evident in investigations concerning work motivation and the work environment, while Haniyah (2019) reported insignificant effects on performance, other studies by Atikah and Qomariah (2021) and Basalamah and As'ad (2021) established significant relationships. These contradictory empirical outcomes underscore the necessity for further exploration, particularly within the specific public sector context of Malang Regency.

The originality of this study lies in its comprehensive examination of how organizational culture, the physical and social workplace, and job advancement mechanisms collectively influence work motivation and professional performance in public sector organizations. By addressing the identified research needs, this study is expected to deepen the understanding of how managerial and organizational dimensions affect the output of civil servants within government institutions. Furthermore, it provides empirical contributions to the field of public sector human resource management, specifically by identifying and validating the determinants associated with the enhancement of employee performance.

The primary objective of this investigation is to analyze the impact of job promotion, the work environment, and organizational culture on the motivation and performance of civil servants in Malang Regency. From a practical standpoint, the findings are intended to support local government authorities in designing more effective policies to optimize employee output through cultural reinforcement, environmental improvements, and the implementation of equitable, transparent promotion systems. Ultimately, this research offers both theoretical advancements for academic discourse and actionable insights for improving the quality of public services in Malang Regency.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence on Work Motivation

Organizational culture, the work environment, and job promotion are recognized as fundamental determinants that define the landscape of employee motivation within an institution. Organizational culture, characterized by the collective values, norms, and beliefs that regulate workplace behavior, is essential in fostering psychological engagement and alignment with institutional objectives. A robust and constructive culture promotes a sense of belonging, commitment, and synergy, which serves to intensify individual motivation (Alefari et al., 2020; Nurjanah et al., 2023). Simultaneously, the work environment, comprising both physical infrastructure and social dynamics, plays a critical role in shaping motivational levels. Optimal working conditions combined with supportive interpersonal relationships foster a climate of security and job satisfaction, thereby elevating intrinsic drive (Pawirosumarto et al., 2017; Pane et al., 2025). Additionally, job promotion acts as a powerful extrinsic stimulus, offering professional recognition, increased responsibility, and career advancement opportunities that incentivize employees to refine their performance (Wilderom et al., 2021).

Empirical evidence suggests that these three variables exert a substantial influence on the motivational framework of the workforce (Sunarsi, 2019; Wahyudi & Sunarsi, 2025).

Employees functioning within a resilient organizational culture typically exhibit heightened enthusiasm and dedication toward achieving strategic goals. Furthermore, a well-regulated and supportive work environment enhances psychological comfort, which directly translates into improved motivation (Alefari et al., 2020). The availability of promotion pathways is equally significant, as it signifies the organization's validation of employee potential and past contributions (Murniawati & Achmad, 2024; Muftiyanto & Jamitka, 2025). Consistent with previous academic discourse, research confirms that organizational culture, the work environment, and promotion systems maintain a positive and significant association with work motivation (Hardianti et al., 2020; Al-Ansi et al., 2023).

H1: Organizational culture has a positive and significant effect on work motivation.

H2: Work environment has a positive and significant effect on work motivation.

H3: Job promotion has a positive and significant effect on work motivation.

The Influence on Employee Performance

Employee performance is significantly shaped by a triad of fundamental organizational drivers: organizational culture, the work environment, and job promotion (Azanza et al., 2013; Kokina & Davidova, 2023). Organizational culture establishes a framework of shared meanings and behavioral norms that direct employees toward the effective execution of their responsibilities. When these values are deeply internalized, staff members are more likely to exhibit high levels of discipline, accountability, and strategic alignment, which collectively elevate overall performance outcomes (Ahuja & Ranga, 2022; Martini et al., 2024). Furthermore, the work environment serves as a vital catalyst for productivity; optimal physical conditions and constructive interpersonal dynamics empower employees to operate with greater efficiency and focus (Ramli, 2019; Panjaitan et al., 2023).

Complementing these factors, job promotion acts as a prestigious form of institutional recognition, incentivizing personnel to refine their skills and output in pursuit of vertical career mobility (Acar, 2012; Wilderom et al., 2021). Nevertheless, the academic discourse remains nuanced, as investigations by Basriani (2017) and Haniyah (2019) have yielded contradictory results regarding these correlations. Some empirical evidence suggests that motivation does not invariably translate into superior performance, while other findings indicate that organizational culture may occasionally lack a significant impact on either motivation or output (Atikah & Qomariah, 2021). Notwithstanding these disparate viewpoints, a substantial body of literature continues to validate the positive and synergistic relationships between these organizational variables and employee success.

H4: Organizational culture has a positive and significant effect on employee performance.

H5: Work environment has a positive and significant effect on employee performance.

H6: Job promotion has a positive and significant effect on employee performance.

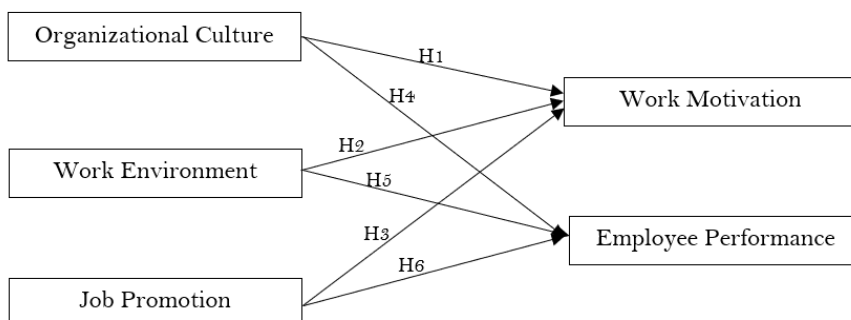


Figure 1. Conceptual Framework

The theoretical framework developed for this investigation delineates the hypothesized interconnections between organizational culture, the work environment, and job advancement as primary determinants of both work motivation and employee performance. Within this conceptual model, organizational culture, workplace conditions, and promotion mechanisms are posited to exert direct and significant influences on the psychological drive of employees, as articulated in the foundational hypotheses. Furthermore, the framework suggests that these same organizational factors serve as critical antecedents to professional output, directly shaping the overall effectiveness of civil servants. By integrating these variables, the research model provides a systematic visualization of how structural and managerial elements function as drivers of human resource quality in the public sector.

RESEARCH METHODS

To examine the causal relationships between the variables, this investigation employed a quantitative approach utilizing an explanatory research design. The study focused on assessing the impact of organizational culture, the work environment, and job advancement on employee motivation and performance. This quantitative methodology was selected for its capacity to facilitate objective variable measurement and rigorous statistical hypothesis testing, thereby generating robust empirical insights into the observed phenomenon.

The research population consisted of civil servants holding structural positions within the regional government. A non-probability, purposive sampling technique was utilized to ensure that the respondents met specific criteria essential to the study's objectives. Participants were restricted to officials within echelons IV.B to III. A with a minimum rank of IV/a, resulting in a final sample of 142 respondents. Primary data were systematically gathered via an online survey administered through Google Forms.

The analytical framework incorporated five distinct variables: organizational culture, work environment, job promotion, work motivation, and employee performance. Organizational culture was evaluated based on indicators such as self-awareness, aggressiveness, personality, and orientation toward both performance and teamwork. The work environment was operationalized through factors including lighting, temperature, noise levels, spatial movement, and interpersonal dynamics. Job promotion was assessed through honesty, discipline, achievement, and leadership capabilities. Furthermore, work motivation was measured using Maslow's hierarchy of needs, while performance was gauged through target achievement, work quality, and timeliness.

Data analysis was conducted using inferential statistics via Structural Equation Modeling–Partial Least Squares (SEM-PLS) to investigate the relationships between the constructs. SEM-PLS was deemed appropriate due to its efficacy in analyzing complex models with moderate sample sizes without requiring strict data normality. The analytical procedure encompassed a comprehensive evaluation of the measurement model (outer model) to ensure validity and reliability, followed by an assessment of the structural model (inner model) to test the proposed research hypotheses.

RESULTS

Among the 142 respondents involved in this study, the majority were male, consisting of 113 employees (79.58%), while female respondents accounted for 29 employees (20.42%). In terms of educational background, most respondents held a Master's degree (S2), totaling 86 employees (60.56%), whereas 56 employees (39.44%) possessed a Bachelor's degree (S1/D-IV). Based on rank and grade classification, 93 employees (65.49%) were categorized within the managerial grade (*Pembina/IV.a*), while the remaining 49 employees (34.51%) belonged to the first-level managerial grade (*Pembina Tingkat I/IV.b*).

Table 1. Validity and Reliability

Variable	Item	Factor Loading	Cronbach Alpha	rho-A	Composite Reliability	AVE
Organizational Culture (X1)	X1.1	0.826	0.872	0.876	0.913	0.723
	X1.2	0.857				
	X1.3	0.824				
	X1.4	0.894				
Work Environment (X2)	X2.1	0.802	0.885	0.896	0.915	0.684
	X2.2	0.764				
	X2.3	0.838				
	X2.4	0.840				
	X2.5	0.886				
Job Promotion (X3)	X3.1	0.838	0.812	0.822	0.876	0.640
	X3.2	0.838				
	X3.3	0.737				
	X3.4	0.781				
Employee Performance (Y)	Y1.1	0.844	0.845	0.854	0.896	0.683
	Y1.2	0.832				
	Y1.3	0.866				
	Y1.4	0.759				
Work Motivation (Z)	Z1.1	0.875	0.849	0.852	0.908	0.767
	Z1.2	0.860				
	Z1.3	0.893				

Table 1 illustrates the outcomes of the validity and reliability assessments for the research constructs, including organizational culture, work environment, job promotion, employee performance, and work motivation. The validity analysis demonstrates that all indicator loading factors are greater than 0.70, indicating that each measurement item is capable of representing its corresponding construct appropriately. In addition, the reliability analysis reveals that the values of Cronbach's Alpha, rho-A, and Composite Reliability for all variables exceed the recommended threshold of 0.70, confirming satisfactory internal consistency. The Average Variance Extracted (AVE) values are also above 0.50 for all constructs, indicating that the variables possess adequate convergent validity. Therefore, the measurement instruments applied in this study can be considered both valid and reliable for subsequent data analysis.

Table 2. Fornell-Lacker and HTMT Test

Test	Variable	Y	X3	X1	X2	Z
Fornell Lacker	Employee Performance (Y)	0.826				
	Job Promotion (X3)	0.767	0.800			
	Organizational Culture (X1)	0.748	0.873	0.850		
	Work Environment (X2)	0.805	0.889	0.768	0.827	
	Work Motivation (Z)	0.801	0.760	0.794	0.800	0.876
HTMT	Employee Performance (Y)					
	Job Promotion (X3)	0.922				
	Organizational Culture (X1)	0.862	1.014			
	Work Environment (X2)	0.917	1.069	0.857		
	Work Motivation (Z)	0.934	0.907	0.918	0.907	

Table 2 shows the discriminant validity results using the Fornell-Larcker and HTMT tests. The Fornell-Larcker results indicate that the square root of the AVE for each construct is higher than its correlation with other variables, confirming adequate discriminant validity. In addition, although several HTMT values are close to or slightly above 0.90, the constructs are still considered sufficiently distinct and appropriate for further structural analysis.

Table 3. Cross Loading

Variable	Item	Y	X3	X1	X2	Z
Organizational Culture (X1)	X1.1	0.581	0.633	0.826	0.618	0.626
	X1.2	0.642	0.658	0.857	0.680	0.730
	X1.3	0.626	0.838	0.824	0.621	0.633
	X1.4	0.691	0.838	0.894	0.687	0.705
Work Environment (X2)	X2.1	0.581	0.737	0.485	0.802	0.527
	X2.2	0.541	0.781	0.531	0.764	0.546
	X2.3	0.719	0.752	0.785	0.838	0.792
	X2.4	0.784	0.697	0.660	0.840	0.702
	X2.5	0.656	0.734	0.657	0.886	0.687
Job Promotion (X3)	X3.1	0.626	0.838	0.824	0.621	0.633
	X3.2	0.691	0.838	0.894	0.687	0.705
	X3.3	0.581	0.737	0.485	0.802	0.527
	X3.4	0.541	0.781	0.531	0.764	0.546
Employee Performance (Y)	Y1.1	0.844	0.621	0.627	0.687	0.633
	Y1.2	0.832	0.633	0.671	0.624	0.664
	Y1.3	0.866	0.664	0.695	0.727	0.804
	Y1.4	0.759	0.619	0.456	0.616	0.517
Work Motivation (Z)	Z1.1	0.773	0.680	0.736	0.715	0.875
	Z1.2	0.652	0.645	0.626	0.670	0.860
	Z1.3	0.674	0.673	0.718	0.715	0.893

Table 3 displays the cross-loading values of all indicators for each research variable. The results indicate that the loading value of each indicator is highest on its corresponding construct compared to other constructs, demonstrating that the indicators appropriately represent their intended variables. Therefore, the constructs used in this study satisfy the cross-loading requirements and possess acceptable discriminant validity for subsequent analysis.

Table 4. Path Coefficient

Path Coefficient	Original Sample	Sample Mean	Standard Deviation	t-statistics	p-values
Organizational Culture -> Work Motivation	0.414	0.485	0.093	5.018	0.000
Organizational Culture -> Employee Performance	0.174	0.175	0.106	3.410	0.000
Work Environment -> Work Motivation	0.401	0.399	0.089	4.377	0.000
Work Environment -> Employee Performance	0.491	0.494	0.090	4.852	0.000
Job Promotion -> Work Motivation	0.280	0.280	0.106	3.410	0.001
Job Promotion -> Employee Performance	0.244	0.242	0.090	4.852	0.000

Table 4 displays the hypothesis testing results for the direct effects between variables in the structural model. The results reveal that organizational culture positively and significantly affects work motivation ($\beta = 0.414$; $p = 0.000$) as well as employee performance ($\beta = 0.174$; $p = 0.000$). Likewise, the work environment shows a positive and significant influence on work motivation ($\beta = 0.401$; $p = 0.000$) and employee performance ($\beta = 0.491$; $p = 0.000$). Furthermore, job promotion also has a positive and significant impact on work motivation ($\beta = 0.280$; $p = 0.001$) and employee performance ($\beta = 0.244$; $p = 0.000$). These findings indicate that all proposed hypotheses are accepted because the p-values are below the significance threshold of 0.05.

Table 5. R Square Test

Variable	R Square	R Square Adjusted
Employee Performance	0.690	0.683
Work Motivation	0.729	0.723

The coefficient of determination (R-square) values for the endogenous constructs in the research model are shown in Table 5. The organizational culture, work environment, and job promotion together account for 69.0% of the variance in employee performance, with the remaining 31.0% being impacted by factors not included in the model, according to the employee performance R-square value of 0.690. In contrast, 72.9% of the variance in work motivation is explained by the model, which has an R-square value of 0.729. These findings imply that the suggested model has a comparatively strong explanatory and predictive power.

Table 6. F-Square Test

Variable	Employee Performance	Work Motivation
Job Promotion	0.002	0.037
Organizational Culture	0.096	0.284
Work Environment	0.244	0.293

The F-square values for the contribution of each independent variable to the endogenous variables are presented in Table 6. The results indicate that the work environment has the largest effect on work motivation, with an F-squared value of 0.293, and on employee performance, with an F-squared value of 0.244. Furthermore, organizational culture demonstrates a moderate effect on work motivation with an F-squared value of 0.284 and a small effect on employee performance with an F-squared value of 0.096. In contrast, job promotion shows a relatively weak effect on both work motivation and employee performance, with f-square values of 0.037 and 0.002, respectively. These findings suggest that the work environment and organizational culture contribute more substantially to the research model compared to job promotion.

DISCUSSION

Organizational culture was identified as having a positive and significant influence on employees' work motivation. This result implies that the implementation of a strong organizational culture can enhance employees' motivation in performing their duties and responsibilities (Fridan & Maamari, 2024). Organizational culture contributes to the development of shared values, norms, and behavioral standards that encourage employee commitment and loyalty toward organizational objectives. Within public sector institutions, a culture that emphasizes discipline, collaboration, and service orientation can foster greater enthusiasm among employees. This finding is consistent with previous studies highlighting that organizational culture plays a substantial role in strengthening employee motivation by establishing a supportive workplace atmosphere (Kokina & Davidova, 2023; Martini et al., 2024). Accordingly, organizational culture serves not only as an organizational characteristic but also as a mechanism that shapes employee work behavior.

The work environment was also proven to positively and significantly affect work motivation. This finding indicates that employees are likely to demonstrate higher motivation when they work in a comfortable and supportive environment (Diputra & Suwandana, 2022). Both physical and social aspects of the work environment contribute to employees' psychological well-being, enabling them to perform their tasks more enthusiastically. Elements such as workplace atmosphere, interpersonal relationships, lighting, and room temperature are important factors in creating favorable working conditions. These results support earlier studies, which stated that a conducive work environment can significantly improve employee motivation and job satisfaction (Cori & Purnama, 2019; Atikah & Qomariah, 2021). Therefore, organizations should prioritize the creation of a healthy and supportive working environment to maintain employee productivity.

Furthermore, the research established that job promotion exerts a positive and significant influence on the work motivation of employees. This outcome indicates that the availability of advancement opportunities incentivizes personnel to refine their

professional output and align more effectively with institutional objectives (Onwumere et al., 2025). Within the public sector, promotion is widely perceived as a formal validation of an individual's competencies, achievements, and professional expertise. Implementing transparent, merit-based promotion frameworks can bolster organizational commitment and cultivate deeper institutional trust. These results are consistent with existing literature highlighting that career progression is a vital determinant in elevating both motivation and employee loyalty (Wilderom et al., 2021; Yandi, 2022). Consequently, organizations should adopt equitable promotion strategies as a core component of their strategic human resource management.

The empirical analysis also revealed that both organizational culture and the work environment significantly and favorably impact employee performance. Staff members tend to achieve higher productivity levels when they function within institutions that uphold distinct organizational values and maintain supportive environmental conditions (Premesti & Yuniningsih, 2023). A resilient organizational culture assists employees in synchronizing their professional conduct with institutional expectations, thereby enhancing the overall quality of their performance. Simultaneously, an optimized work environment empowers employees to execute their duties with greater efficiency and comfort. In the context of government agencies, these factors are particularly critical as they directly determine the efficacy of public service delivery. These findings corroborate prior research affirming that organizational culture and workplace conditions are robustly linked to improved performance outcomes (Ahuja & Ranga, 2022; Nst & Marsono, 2023).

Job promotion and work motivation were likewise found to positively and significantly affect employee performance. Employees who possess high levels of motivation tend to exhibit stronger commitment, higher productivity, and greater responsibility in accomplishing their work tasks. In addition, promotion opportunities encourage employees to continuously improve their performance in pursuit of higher positions and organizational recognition. In the context of public sector organizations, employee motivation is particularly important because it contributes directly to the effectiveness and efficiency of public service implementation. These findings support prior studies indicating that job promotion and work motivation significantly contribute to employee performance enhancement (Dewi & Sukarno, 2021). Therefore, organizations should continuously develop sustainable motivational and reward systems to optimize employee performance.

CONCLUSION

This study shows that employee performance and work motivation are positively and significantly impacted by company culture, the workplace, and job advancement. These results show that management and organizational elements are crucial for raising the caliber of human resources in the public sector. While a favorable work environment might foster better comfort in the office, a strong company culture can shape more effective work behavior. Additionally, equitable and open job advancement procedures can boost workers' passion for their jobs. The study's practical implications emphasize how crucial it is for local governments to improve employee performance and the caliber of public services by strengthening organizational culture, creating encouraging work conditions, and putting in place merit-based promotion processes.

Nevertheless, this study has several limitations. First, the research was limited to employees in the public sector, which restricts the generalizability of the findings to other sectors. Second, this study only examined organizational culture, work environment, job promotion, work motivation, and employee performance without considering other potential factors that may influence employee performance, such as leadership, job satisfaction, and compensation. In order to provide a more thorough understanding of the elements influencing job motivation and employee performance, future studies are advised to broaden the scope of the research to include other variables and diverse sectors.

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