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The Influence of Job Promotion and Work Environment on Employee Performance Through Organizational Commitment at the Housing and Settlement Areas Service of Merangin Regency

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Abstract: The role of Human Resources (HR) in an organization has an important position in the implementation of the organization's work process and the achievement of organizational goals. In its implementation, humans in this organization are the main element compared to other resources. Without human resources, other resources certainly cannot be utilized. This study aims to determine and describe the picture of job promotion, work environment, organizational commitment and performance of civil servants at the Housing and Settlement Service of Merangin Regency and to determine and analyze the influence of job promotion and work environment on the performance of civil servants through organizational commitment at the Housing and Settlement Service of Merangin Regency. The type of research uses descriptive verification research. This study uses the PLS analysis method. The results of the questionnaire on the description of the research variables that the total score of job promotion is 1989 in the good category. Then for the description of the work environment variable shows that the employee work environment is good with a score of 2648. Furthermore, the description of the organizational commitment variable shows that the organizational commitment score is 1981 in the high category. While the description of the employee performance variable shows that the score is 2649 with a high category Based on the results of the PLS analysis, job promotion and work environment have a positive and significant effect on organizational commitment. Then job promotion has a positive and significant effect on performance through organizational commitment at the Housing and Settlement Service of Merangin Regency. This means that the higher the job promotion, the organizational commitment and employee performance will increase. This study shows that job promotion and work environment have a significant effect on organizational commitment and employee performance. Therefore, academic suggestions for further researchers are to develop a research model by including other variables such as leadership, organizational culture, and job satisfaction in order to provide a more comprehensive understanding of the factors that influence employee performance.

Keywords: Job Promotion, Work Environment, Organizational Commitment, Employee Performance

INTRODUCTION

Human Resources (HR) are a key element in achieving organizational goals. In the context of government organizations, HR or employees not only play a role as policy implementers but also as the main drivers in administering, providing public services, and community development (Emron et al., 2016). The success of an organization is largely determined by the quality of its employees' performance, because without competent and dedicated people, other resources such as technology, capital, and work systems will not be optimally utilized (Kuswandi, 2016).

Job promotions are a crucial tool in employee management, not only rewarding performance but also driving morale and loyalty to the organization. However, in practice, the promotion process is often marred by inconsistency and subjectivity, which can lead to dissatisfaction and lower employee motivation (Fryson, 2024). On the other hand, a comfortable work environment, both physical and non-physical, significantly impacts employee comfort, work effectiveness, and emotional attachment to the organization (Nitisemito, 2013; Robbins & Judge, 2017).

In addition to these two factors, organizational commitment also plays a crucial role in determining an employee's willingness to contribute maximally. Organizational commitment reflects an individual's psychological attachment to their workplace and serves as an indicator of loyalty and a desire to remain employed long-term (Meyer & Allen, 1997). Previous research has shown that organizational commitment significantly mediates the influence of organizational factors on employee performance (Lestario, 2020; Cipta et al., 2021).

The phenomenon occurring at the Merangin Regency Housing and Settlement Agency shows a mismatch between the number of job promotions, employee training, and increased workload. Based on data from 2020–2024, job promotions are not carried out consistently every year, while the number of employee transfer requests continues to increase. Furthermore, work facilities and infrastructure are not fully met as needed, and the level of asset damage indicates poor facility maintenance (Merangin Regency Housing and Settlement Agency, 2025). This can impact work motivation, reduce work comfort, and ultimately affect overall employee performance.

Based on the above description, this study aims to analyze the influence of job promotion and work environment on employee performance, with organizational commitment as a mediating variable, at the Housing and Settlement Agency of Merangin Regency. The results of this study are expected to provide theoretical contributions to the development of human resource management science and provide practical recommendations for improving the performance of local government bureaucracy.

METHOD

This study uses a quantitative explanatory approach, aiming to examine and explain the relationship between job promotion and work environment variables on employee performance, both directly and through organizational commitment as a mediating variable. This explanatory approach is used because this study relies on hypothesis testing based on theory and data obtained from respondents (Sugiyono, 2019).

The object of this research was the Merangin Regency Housing and Settlement Agency, with a population of 82 employees. Because the number was not too large and still within reach, a census or saturated sampling technique was used, in which the entire population was used as research respondents (Arikunto, 2013).

Data collection was conducted using a questionnaire as the primary instrument, structured on a five-point Likert scale to measure respondents' perceptions of the variables

studied. Secondary data, including personnel documents and agency annual reports from 2020 to 2024, were also used to strengthen the analysis.

Data analysis was performed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0 software. This method was used because it is suitable for complex research models and relatively small sample sizes (Ghozali & Latan, 2015). The analysis included instrument validity and reliability tests, as well as testing the direct and indirect effects between variables through path analysis.

RESULTS AND DISCUSSION

Respondent Profile

To find out the characteristics of employee respondents at the Merangin Regency Housing and Settlement Areas Service based on age, gender, and education, the following can be seen:

Table 1. Respondent Profile

No	Profil Responden	Amount	Percentage (%)
1	Age Group (Years)		
	20 – 30	4	7,02
	31 – 40	18	31,58
	41 – 50	24	42,11
	> 51	11	19,3
2	Gender		
	Man	40	70,18
	Woman	17	29,82
3	Education		
	High School	3	5,26
	Diploma	5	8,77
	Bachelor	41	71,93
	Masters	8	14,04

Source: processed data (2025)

Descriptive Research Variables

Descriptive statistics of research variables are used to determine the extent to which the indicators used as question items for each variable used in this study. Based on the survey conducted, descriptive research variables are summarized in the following table.

Table 2. Descriptive Research Variables

No	Variable	Average Score	Total Score	Information
1	Job Promotion (X_1)	221	1.989	Good
2	Work Environment (X_2)	221	2.648	Good
3	Organizational Commitment (Y)	220	1.981	Tall
4	Performance (Z)	221	2.649	Tall

Source: processed data (2025)

Partial Least Squares (PLS) Analysis

a. Structural Model Test Results (Outer Model)

Partial Equation Modeling (PLS) is a statistical method frequently used to analyze complex relationships between variables, particularly in structural models (SEM). PLS is suitable for situations where data do not fully meet the classic SEM assumptions, such as small sample sizes or non-normal data distributions. In PLS, the analysis is conducted through two main stages: the measurement model and the structural model. The results of this study can be seen below:

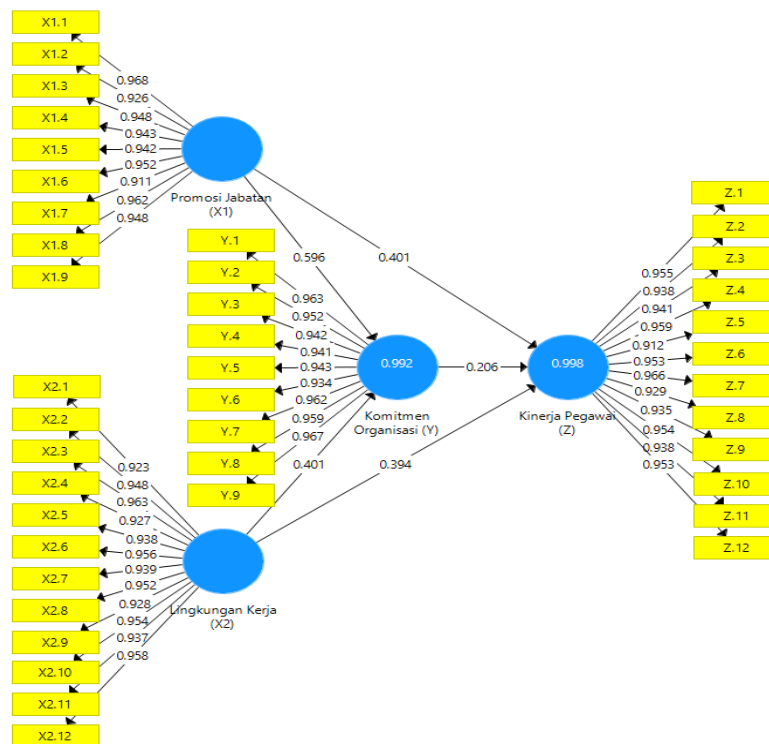


Figure 1. Outer Model of Research in SmartPLS 3

The figure above represents the initial step in answering the research objectives. It shows that all variable indicators have outer loading values above 0.7. Therefore, it can be concluded that all indicators meet the rule of thumb. Therefore, there is no need to eliminate indicators or re-estimate. Furthermore, based on the composite reliability results, all constructs are greater than 0.7. Therefore, it can be concluded that all constructs in this study are reliable or meet the reliability test.

b. Structural Model Test Results (Inner Model)

1) R Square

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

Table 3. R Square Value	
Variable	R Square
Organizational Commitment (Y)	0,992
Y_Employee Performance (Z)	0,998

Source: SmartPLS 3.0 output (2025)

Table 3 shows the results for the R-square value of organizational commitment at 99.2 percent and employee performance at 99.8 percent. This indicates that the influence of job promotion and work environment on organizational commitment is categorized as strong. Furthermore, the influence of job promotion and work environment on employee performance is categorized as strong.

Based on the estimated R-Square values shown in Table 3, it is known that the organizational commitment variable (Y) has an R-Square value of 0.992 or equivalent to 99.2 percent, while the employee performance variable (Z) has an R-Square value of 0.998 or 99.8 percent. The R-Square value indicates the large proportion of variability in the dependent

variable that can be explained by the independent variables in the research model. Thus, 99.2 percent of the variation in organizational commitment can be explained by the job promotion and work environment variables, while the remaining 0.8 percent is explained by other factors outside the model. Similarly, 99.8 percent of the variation in employee performance can also be explained by job promotion and work environment, while only 0.2 percent is influenced by other factors. This high R-Square value indicates that the influence of job promotion and work environment on organizational commitment and employee performance is in the very strong category, so it can be concluded that both independent variables have a significant and dominant contribution in increasing organizational commitment and employee performance.

2) Q Square

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,992^2) (1 - 0,998^2)$$

$$Q^2 = 1 - (1 - 0,984) (1 - 0,996)$$

$$Q^2 = 1 - (0,016) (0,004)$$

$$Q^2 = 1 - 0,0001$$

$$Q^2 = 0,9999$$

The result of the Q square calculation in this study is 0.9999, meaning that the model in this study is suitable for explaining endogenous variables because the value of $0.9999 > 0$.

3) Structural Model Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

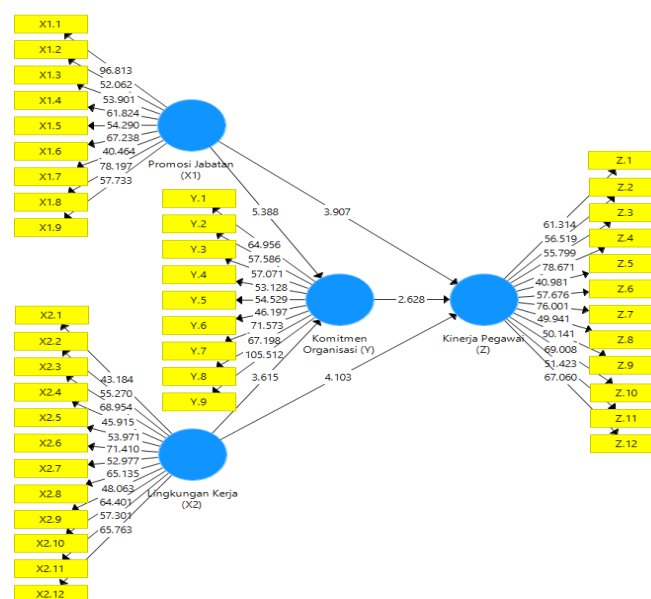


Figure 2. Research Construct Relationship Model Using Bootstrapping Method

Direct Effect

The results of the direct influence test are presented in the table below as follows:

Table 4. Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Promotion (X1) -> Organizational Commitment (Y)	0.596	0.596	0.111	5.388	0.000
Work Environment (X2) -> Organizational Commitment (Y)	0.401	0.401	0.111	3.615	0.000
Position Promotion (X1) -> Employee Performance (Z)	0.401	0.403	0.103	3.907	0.000
Work Environment (X2) -> Employee Performance (Z)	0.394	0.395	0.096	4.103	0.000
Organizational Commitment (Y) -> Employee Performance (Z)	0.206	0.202	0.078	2.628	0.009

Source: SmartPLS 3.0 output (2025).

The results of direct hypothesis testing obtained a T-statistic value > rule of thumb (1.96) and P-value < 0.05 (5%), with these results it can be concluded that all direct influence hypotheses are accepted. Furthermore, for indirect influences, they can be seen in the following table.

Table 5. Indirect Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Promosi jabatan (X1) -> Komitmen organisasi (Y) -> Kinerja pegawai (Z)	0.123	0.120	0.052	2.377	0.018
Lingkungan kerja (X2) -> Komitmen organisasi (Y) -> Kinerja pegawai (Z)	0.082	0.081	0.041	2.018	0.044

Source: SmartPLS 3.0 output (2025)

The results of the indirect hypothesis testing also obtained a T-statistic value > rule of thumb (1.96) and P value < 0.05 (5%), with these results it can be concluded that all indirect influence hypotheses are accepted.

Discussion

The Effect of Job Promotion on Organizational Commitment

The research results show that job promotions have a positive and significant effect on organizational commitment. These results align with research by Aryo & Suryatni (2025), which found that job promotions have a positive and significant effect on organizational commitment. Similarly, research by Bayu et al. (2024) and Nisa, Zahari & Akbar (2023) found that job promotions have a positive and significant effect on organizational commitment.

Job promotions have been shown to significantly impact organizational commitment because they psychologically strengthen employees' emotional connections with their workplace. The results of the questionnaires analyzed show that employees who feel they have been given opportunities for development through promotions tend to feel more comfortable and happy within the organization. They demonstrate a strong emotional bond with their work environment, feel a sense of belonging, and work beyond simply fulfilling obligations. This sense of well-being fosters loyalty and engagement, thus motivating employees to stay and

contribute optimally. This affective commitment forms a crucial foundation for creating a healthy and productive organizational culture. When employees feel their efforts are recognized through clear career opportunities, they also become more likely to value the organization's values and feel proud to be a part of it.

The Influence of the Work Environment on Organizational Commitment

The results of the study indicate that work environment variables have a positive and significant effect on organizational commitment. These results align with those of Farid (2022) and Patty (2021), who stated that the work environment has a positive and significant effect on organizational commitment.

The influence of the work environment on organizational commitment can be explained by a comfortable, safe, and socially and physically supportive work environment. From the questionnaire analysis, respondents stated that harmonious relationships between employees, mutual respect, and a sense of social responsibility in the work environment are important factors in building a sense of belonging and emotional attachment to the organization. When employees feel valued by their colleagues and work in a positive atmosphere, this creates psychological well-being that influences affective commitment. A positive work environment makes employees feel like part of a large family, not just individuals performing administrative tasks. Thus, healthy social relationships in the workplace are the foundation for growing loyalty and a sense of belonging to the organization.

The Effect of Job Promotion on Employee Performance

The results of this study indicate that job promotion has a positive and significant effect on employee performance. This finding aligns with research conducted by Cipta et al. (2021), which found that job promotions have a positive and significant effect on employee performance. Similarly, research conducted by Lestario (2020) found that job promotions have a positive and significant effect on employee performance.

The effect of job promotions on employee performance can be explained by the increased motivation and work enthusiasm that arise when employees are given greater trust and responsibility. Job promotions provide recognition for employee performance and individual competencies, so employees feel valued and recognized for their contributions. This feeling of appreciation fosters an intrinsic drive to work better, faster, and more thoroughly in completing tasks. The results of the questionnaires analyzed show that employees who receive promotion opportunities tend to be more capable of completing their work according to their responsibilities and are more punctual in carrying out their duties. This demonstrates that promotions are not merely symbolic but have a real impact on increasing employee productivity in carrying out their functions.

The Influence of the Work Environment on Employee Performance

The results of this study indicate that work environment variables have a positive and significant impact on employee performance. This finding aligns with research conducted by Desiyani et al. (2025) and Tirta (2023), which found that the work environment has a positive and significant impact on employee performance.

The influence of the work environment on employee performance can be explained by the important role of a comfortable, supportive, and safe work environment in promoting work effectiveness. A positive work environment creates a positive psychological state for employees, enabling them to work without excessive pressure, with greater focus, and greater productivity. The questionnaire results indicate that harmonious relationships between employees, mutual respect, and a high level of social awareness are the dominant factors contributing to a pleasant work environment. In such conditions, employees feel more free to

collaborate, exchange ideas, and complete work effectively within a team. When employees feel socially valued, they are motivated to work harder and demonstrate their best performance to maintain good relationships and the trust of their colleagues and superiors.

The Influence of Organizational Commitment on Employee Performance

The results of this study indicate that organizational commitment has a positive and significant effect on employee performance. These results align with research conducted by Syahputra & Tukimin (2022), which found that organizational commitment has a positive and significant effect on employee performance. Similarly, research conducted by Bayu et al. (2024) found that organizational commitment has a positive and significant effect on employee performance.

The influence of organizational commitment on employee performance can be explained by the sense of emotional, moral, and professional responsibility that employees develop within themselves for the organization they work for. Highly committed employees tend to perceive the organization's success as a reflection of their personal success. They have a strong emotional connection to the organization, feeling comfortable, happy, and proud to be a part of it. This feeling motivates them to work harder, complete tasks with dedication, and maintain the organization's reputation through optimal work results. When employees feel part of a shared goal, they are more focused and diligent in carrying out their duties, as they are not working solely for pay but rather because of the emotional bond that drives greater contributions.

The Effect of Promotions on Employee Performance Through Organizational Commitment

The effect of promotions on employee performance through organizational commitment can be explained through interrelated psychological and professional processes. Promotions are not only a form of appreciation for previous employee performance but also a symbol of trust and recognition from the organization for their abilities. When employees receive a promotion, they feel more valued and recognized, which directly increases their sense of belonging to the organization. This sense of pride and satisfaction then strengthens affective commitment, which is the employee's emotional attachment to the organization. In this environment, employees feel happy and comfortable at work, which encourages them to maintain and improve their performance because they want to remain part of the organization that has provided them with opportunities for growth.

The Influence of the Work Environment on Employee Performance Through Organizational Commitment

The influence of the work environment on employee performance through organizational commitment occurs because a conducive work environment fosters feelings of comfort, security, and appreciation among employees, which then strengthens their commitment to the organization. When employees experience harmonious social relationships, mutual respect, and caring among co-workers, they feel like an important part of the work community. This fosters affective commitment, which is an emotional attachment to the organization due to a sense of welcome and social acceptance. A physically comfortable work environment, such as a clean workspace, adequate prayer facilities, and adequate lighting, also enhances employee well-being. This atmosphere fosters strong emotional loyalty, encouraging employees to contribute their best to the organization where they work.

CONCLUSION

Based on the data analysis and discussion, the following conclusions can be drawn:

1. Job promotions, work environment, organizational commitment, and employee performance at the Merangin Regency Housing and Settlement Agency are perceived as being well-implemented.
2. Job promotions have a positive effect on organizational commitment. This indicates that the better the promotion system implemented, the higher the employee's emotional attachment and loyalty to the organization.
3. The work environment has also been shown to have a significant effect on organizational commitment. A comfortable work environment, both physically and socially, encourages employees to feel more at home and a sense of belonging to the agency where they work.
4. Job promotions directly have a positive effect on employee performance. This means that a clear career path and rewards in the form of promotions encourage employees to work optimally.
5. The work environment has a positive effect on employee performance. The availability of adequate work facilities, a conducive work atmosphere, and harmonious work relationships have been shown to support productivity and effectiveness.
6. Organizational commitment has a positive effect on employee performance, meaning that the higher an employee's sense of belonging, moral responsibility, and attachment to the organization, the higher their performance.
7. Job promotions have an indirect effect on employee performance through organizational commitment. This indicates that commitment is an important bridge connecting promotions with employee performance.
8. The work environment also has an indirect effect on employee performance through organizational commitment. In other words, a positive work environment not only directly supports performance but also increases commitment, which ultimately impacts performance.

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