



The Influence of Work Environment and Job Promotion on Employee Performance Through Organizational Commitment at Raden Mattaher Regional General Hospital, Jambi Province

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Abstract: This study aims to identify and describe the work environment, job promotion, organizational commitment, and employee performance at Raden Mattaher Regional General Hospital, Jambi Province, as well as to examine and analyze the influence of the work environment and job promotion on employee performance through organizational commitment. The research adopts a descriptive-verificative design and employs Partial Least Squares (PLS) analysis. The descriptive analysis concluded that the work environment is categorized as “Good,” and job promotion also falls into the “Good” category. Furthermore, the organizational commitment variable is classified as “High,” and the employee performance variable is also categorized as “High.” The results of the PLS analysis show that the work environment and job promotion have a positive and significant effect on organizational commitment. Additionally, both the work environment and job promotion have a positive and significant effect on employee performance through organizational commitment at Raden Mattaher Regional General Hospital, Jambi Province.

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

INTRODUCTION

Human resources (HR) are a central element in any organization. Without human involvement, other resources cannot be utilized optimally. In the context of public organizations, civil servants play a vital role in carrying out government duties, development, and public services (Edi, Suryani & Yamali, 2023). Therefore, employee performance serves as a key indicator of a public institution’s success in delivering quality services to the community.

Employee performance refers to the work outcomes achieved by an individual in accordance with the standards and goals set by the organization. According to Simamora (2015), performance can be observed through the quantity and quality of the output produced, whether physical or non-physical. High performance can only be achieved if the organization

is able to optimally manage the potential of its employees, taking into account the influencing factors, including a supportive work environment and a fair and transparent job promotion system.

The work environment is one of the factors that can influence employee motivation, comfort, and productivity. An inadequate work environment whether in physical or non-physical aspects can become a serious obstacle to achieving optimal performance. As stated by Sunyoto (2018), the work environment encompasses everything surrounding employees that may affect them in carrying out their duties. If physical conditions, such as damaged or insufficient workplace facilities, are not met, productivity may be disrupted, and work motivation can decline. Similarly, non-physical aspects of the work environment, such as poor interpersonal relationships and an uncondusive work atmosphere, can reduce employees' comfort and loyalty to the organization.

In addition to the work environment, job promotion also plays an important role in improving employee performance. A promotion system based on merit and competence can enhance employee motivation and commitment. Conversely, unfair promotions can lead to dissatisfaction and potential conflicts in the workplace. Fryson (2024) stated that job promotion has a positive impact on employee performance, as it provides recognition and new challenges in career development. However, a study by Kadir et al. (2021) showed different results, indicating that job promotion does not always have a significant effect on performance if it is not supported by an objective and transparent system.

Organizational commitment is also an important aspect that acts as a mediating variable in the relationship between the work environment and job promotion on employee performance. Harahap, Suryani, and Yamali (2024) stated that organizational commitment is the internal drive of employees to actively engage in achieving organizational goals. Employees with a high level of commitment tend to demonstrate greater loyalty, responsibility, and work enthusiasm. However, low commitment can be one of the causes of high employee turnover or the desire to transfer to another workplace, as reflected in the employee transfer trends at Raden Mattaher Regional General Hospital in Jambi Province.

The phenomenon occurring at Raden Mattaher Regional General Hospital in Jambi Province indicates several issues in human resource management, such as the imbalance between the need for and the realization of workplace facilities, stagnant job promotions, and a high rate of employee transfers. These issues highlight the need for a thorough evaluation of the existing work systems and human resource management policies. Therefore, this study is important to analyze the influence of the work environment and job promotion on employee performance through organizational commitment, in order to provide applicable solutions for improving performance in the public healthcare sector.

METHOD

This study employs a quantitative approach using a descriptive-verificative research design, aiming to examine the influence of the work environment and job promotion on employee performance through organizational commitment. This approach is used because the study not only describes the existing phenomena but also tests the causal relationships between variables as formulated in the research hypotheses. According to Sugiyono (2021), descriptive-verificative quantitative research aims to test the validity of a hypothesis through statistical analysis of numerical data.

The subjects of this study are civil servants (PNS) working at Raden Mattaher Regional General Hospital in Jambi Province. The research focuses on the work environment and job promotion as independent variables, employee performance as the dependent variable, and organizational commitment as the mediating variable. The selection of these variables is based on observations and preliminary studies that revealed issues in human resource management,

such as imbalances in workplace facilities, stagnant promotion opportunities, and a high rate of employee transfers.

The data analysis technique used in this study is Partial Least Squares (PLS) with the help of SmartPLS software. PLS was chosen because it is capable of testing complex structural models and is suitable for studies with relatively small sample sizes. According to Ghazali and Latan (2015), PLS is appropriate for developing theories in predicting relationships between latent variables and can be used to test both the measurement model (outer model) and the structural model (inner model) simultaneously.

The analysis was conducted in two stages: descriptive analysis, which was used to describe the respondents' demographic data and their level of perception for each variable, and verificative analysis, which was used to test the proposed hypotheses. Validity and reliability tests were carried out in the initial stage to ensure that the instruments used were appropriate for measuring the research variables. The validity test was conducted by examining the outer loading values and Average Variance Extracted (AVE), while the reliability test was performed using composite reliability and Cronbach's Alpha (Ghozali & Latan, 2015).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the sample data from Raden Mattaher Regional General Hospital in Jambi Province, it was found that administrative and support staff represented the largest sample group, totaling 34 individuals. This was followed by nurses, with 31 respondents. Meanwhile, doctors were the next largest group of medical professionals, with a sample size of 11 individuals. Additionally, there were 6 midwives, 5 pharmaceutical staff, and 3 laboratory technicians. This sample distribution reflects the proportional roles of each category of personnel in supporting healthcare services at Raden Mattaher Regional General Hospital, where non-medical and paramedical staff—such as nurses and support personnel—make significant contributions to daily operations.

Table 1. Respondent Profile

| No | Respondent Profile | Amount | Percentage (%) |
|----|---------------------------|--------|----------------|
| 1 | Gender | | |
| | Man | 20 | 22,22 |
| | Woman | 70 | 77,78 |
| 2 | Age Group (Years) | | |
| | < 25 | - | - |
| | 26 – 35 | 3 | 3,33 |
| | 36 - 45 | 32 | 35,56 |
| | 46 - 55 | 43 | 47,78 |
| | > 55 | 12 | 13,33 |
| 3 | Education | | |
| | High School or Equivalent | - | 0 |
| | Diploma | 16 | 17,78 |
| | Bachelor | 50 | 55,56 |
| | Masters | 15 | 16,67 |
| | Doctoral | 1 | 1,11 |
| 4 | Years of service | | |
| | 1 – 5 | 2 | 2,22 |
| | 6 – 10 | 4 | 4,45 |
| | 11 – 15 | 22 | 24,45 |
| | 15 – 20 | 28 | 31,11 |
| | > 20 | 34 | 37,77 |

Source: processed data (2025).

Descriptive Research Variables

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

Table 2. Descriptive Research Variables

| No | Variable | Average Score | Total Score | Information |
|----|-----------------------------------|---------------|-------------|-------------|
| 1 | Work Environment (X_1) | 348 | 4.181 | Good |
| 2 | Job Promotion (X_2) | 349 | 3.143 | Good |
| 3 | Organizational Commitment (Y) | 348 | 3.132 | Tall |
| 4 | Performance (Z) | 349 | 3.486 | Tall |

Source: processed data (2025)

Verification/Quantitative Analysis

a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measurement tool accurately measures the same construct. In the context of statistics and data analysis particularly in latent variable models such as Partial Least Squares (PLS) convergent validity is essential to ensure that the indicators or items used in the model truly reflect the same underlying construct.

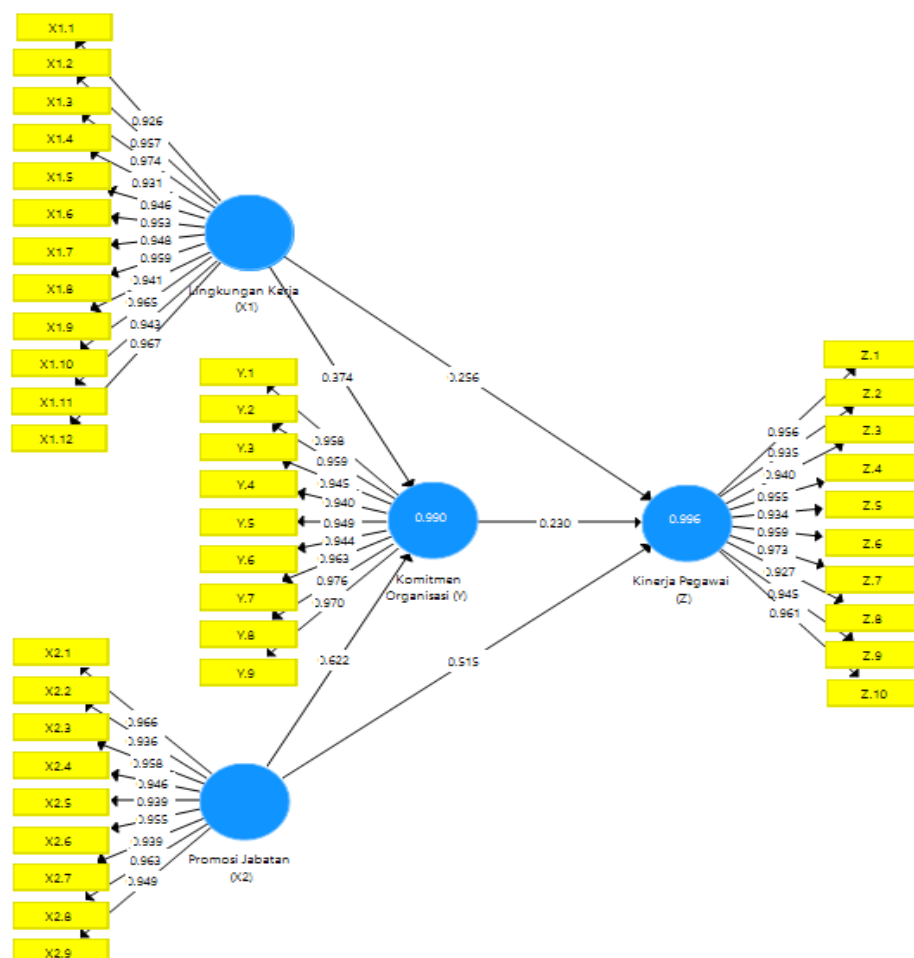


Figure 1. Outer Model of Research in SmartPLS 3

The figure above shows that all indicators of the observed variables (Work Environment, Job Promotion, Organizational Commitment, and Employee Performance) have loading values above 0.70, indicating a strong ability to measure their respective constructs. Outer loading is an indicator of convergent validity, and an ideal value is above 0.70. Therefore, all indicators in this study are considered valid and statistically significant in representing the latent variables being examined. In addition, the reliability test results using Composite Reliability and Cronbach's Alpha for all four observed variables also exceed the recommended minimum threshold of 0.70 reaching values above 0.98 indicating that the indicators for each construct are highly consistent in measuring their respective variables. The highest reliability was found in the Work Environment variable (X1) with a Composite Reliability of 0.991, followed by Organizational Commitment (0.990), Employee Performance (0.989), and Job Promotion (0.988). This confirms that the indicators within each construct have very strong internal correlations.

b. Inner Model Evaluation

1) R Square

In evaluating a model using PLS, the assessment begins by examining the R-square value for each dependent latent variable (Hair et al., 2017). Table 3 presents the R-square estimation results using SmartPLS 3.

| Table 3. R Square Value | |
|-------------------------------|----------|
| Variable | R Square |
| Organizational Commitment (Y) | 0.990 |
| Performance (Z) | 0.996 |

Source: SmartPLS 3.0 output (2025).

Table 3 shows that the R-square value for organizational commitment is 99.0 percent, and for employee performance is 99.6 percent. This indicates that the influence of the work environment and job promotion on organizational commitment falls into the strong category. Likewise, the influence of the work environment and job promotion on employee performance is also categorized as strong.

2) Q Square

According to 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:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,990^2)(1 - 0,996^2)$$

$$Q^2 = 1 - (1 - 0,980)(1 - 0,992)$$

$$Q^2 = 1 - (0,020)(0,008)$$

$$Q^2 = 1 - 0,0002$$

$$Q^2 = 0,9998$$

The Q-square calculation result in this study is 0.9998, which means that the model is appropriate for explaining the endogenous variables, as the value of 0.9998 is greater than 0.

3) Structural Model Testing

In SEM-PLS analysis, the structural model in this study can be assessed through the values of the direct effects, also known as path coefficients. Further measurement of the path coefficients between constructs is conducted to evaluate the significance and strength of the relationships, as well as to test the hypotheses. The following is the result of the structural model in this study, presented in the table below:

Table 4. Path Coefficient

| | Path Coefficient |
|--|------------------|
| Work Environment (X1) -> Organizational Commitment (Y) | 0.374 |
| Job Promotion (X2) -> Organizational Commitment (Y) | 0.622 |
| Work Environment (X1) -> Employee Performance (Z) | 0.256 |
| Position Promotion (X2) -> Employee Performance (Z) | 0.515 |
| Organizational Commitment (Y) -> Employee Performance (Z) | 0.230 |
| Work Environment (X1) -> Organizational Commitment (Y) -> Employee Performance (Z) | 0.086 |
| Job Promotion (X2) -> Organizational Commitment (Y) -> Employee Performance (Z) | 0.143 |

Source: SmartPLS 3.0 output (2025).

Based on the results of the path coefficient analysis in Table 4 above, the following conclusions can be drawn:

1. The direct effect of the work environment on organizational commitment is 0.374, which means that if the work environment increases by one unit, organizational commitment can increase by 0.374. This effect is positive.
2. The direct effect of job promotion on organizational commitment is 0.622, which means that if job promotion increases by one unit, organizational commitment can increase by 0.622. This effect is positive.
3. The direct effect of the work environment on employee performance is 0.256, which means that if the work environment increases by one unit, employee performance can increase by 0.256. This effect is positive.
4. The direct effect of job promotion on employee performance is 0.515, which means that if job promotion increases by one unit, employee performance can increase by 0.515. This effect is positive.
5. The direct effect of organizational commitment on employee performance is 0.230, which means that if organizational commitment increases by one unit, employee performance can increase by 0.230. This effect is positive.
6. The indirect effect of the work environment on employee performance through organizational commitment is 0.086, which means that if the work environment increases by one unit, employee performance can indirectly increase through organizational commitment by 0.086. This effect is positive.
7. The indirect effect of job promotion on employee performance through organizational commitment is 0.143, which means that if job promotion increases by one unit, employee performance can indirectly increase through organizational commitment by 0.143. This effect is positive.

4) Hypothesis Testing

Table 5. Hypothesis Testing Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Work Environment (X1) -> Organizational Commitment (Y) | 0.374 | 0.373 | 0.092 | 4.058 | 0.000 |

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------------|-----------------------|----------------------------------|-----------------------------|-------------|
| Job Promotion (X2) -> Organizational Commitment (Y) | 0.622 | 0.623 | 0.092 | 6.749 | 0.000 |
| Work Environment (X1) -> Employee Performance (Z) | 0.256 | 0.255 | 0.088 | 2.903 | 0.004 |
| Position Promotion (X2) -> Employee Performance (Z) | 0.515 | 0.525 | 0.102 | 5.061 | 0.000 |
| Organizational Commitment (Y) -> Employee Performance (Z) | 0.230 | 0.220 | 0.065 | 3.516 | 0.000 |
| Work Environment (X1) -> Organizational Commitment (Y) -> Employee Performance (Z) | 0.086 | 0.081 | 0.031 | 2.799 | 0.005 |
| Job Promotion (X2) -> Organizational Commitment (Y) -> Employee Performance (Z) | 0.143 | 0.138 | 0.049 | 2.933 | 0.004 |

Source: SmartPLS 3.0 output (2025).

The results of the direct and indirect hypothesis testing show that the T-statistic values are greater than the rule of thumb (1.96) and the P-values are less than 0.05 (5%). Based on these results, it can be concluded that all direct and indirect effect hypotheses are accepted.

Discussion

The Influence of the Work Environment on Organizational Commitment

The results of the study show that the work environment variable has a positive and significant effect on organizational commitment. This finding is in line with Fryson (2024), who stated that the work environment significantly influences organizational commitment. The effect of the work environment on organizational commitment can be seen in the harmonious and respectful relationships among employees. Such a conducive work environment creates a sense of comfort and safety for employees in carrying out their duties. Comfortable facilities and clean workspaces also contribute to employees feeling at ease, thereby enhancing their emotional attachment to the organization. When employees feel valued and supported by their colleagues, they tend to demonstrate high loyalty to the organization's goals and vision.

The Influence of Job Promotion on Organizational Commitment

The results of the study show that the job promotion variable has a positive and significant effect on organizational commitment. This finding aligns with the research of Fryson (2024), who stated that job promotion has a positive and significant influence on organizational commitment. The impact of job promotion on organizational commitment can be seen in how employees are able to establish effective two-way communication to support team coordination and decision-making. This communication ability creates a conducive work environment and helps employees better understand their roles and responsibilities in managerial or strategic positions. Through effective communication, employees feel more valued and acknowledged, fostering a strong sense of attachment to the organization. This, in turn, enhances their motivation to contribute more fully to the organization's progress. Moreover, good communication also helps employees overcome various challenges, thereby strengthening their loyalty and commitment.

The Influence of the Work Environment on Employee Performance

The results of the study show that the work environment variable has a positive and significant effect on employee performance. This finding is consistent with the study conducted by Fryson (2024), who stated that the work environment has a significant influence on employee

performance. The influence of the work environment on employee performance is due to the fact that a conducive work environment creates a comfortable atmosphere that supports employees in carrying out their duties. When relationships among employees are harmonious and respectful, it fosters a sense of togetherness and high work spirit. Employees who feel cared for and appreciated in the workplace tend to be more motivated to perform well and increase their productivity. Adequate facilities and cleanliness also contribute to overall comfort, allowing employees to stay focused and undisturbed by external distractions.

The Influence of Job Promotion on Employee Performance

The results of the study show that the job promotion variable has a positive and significant effect on employee performance. This finding is consistent with studies conducted by Fryson (2024), Cipta et al. (2021), and Lestario (2020), which state that job promotion has a positive and significant influence on employee performance. The effect of job promotion on employee performance can be seen in employees' ability to establish effective two-way communication to support team coordination and decision-making. This communication skill serves as a crucial foundation for performing tasks effectively and efficiently, thereby accelerating the achievement of organizational targets. In addition, employees who are able to think critically and solve complex problems in managerial positions demonstrate their readiness to take on greater responsibilities. Thus, job promotion serves as a motivating factor for employees to continually improve their thinking quality and professional attitude in carrying out their daily tasks.

The Influence of Organizational Commitment on Employee Performance

The results of the study show that the organizational commitment variable has a positive and significant effect on employee performance. This finding is in line with the study conducted by Fryson (2024), which states that organizational commitment has a positive and significant influence on employee performance. The effect of organizational commitment on employee performance occurs because employees with a high level of commitment tend to feel comfortable and satisfied with their work environment. A sense of emotional connection to the organization motivates employees to give their best in carrying out their duties and responsibilities. This emotional attachment encourages them to strive to meet work targets with dedication, thereby directly improving the quality and quantity of their output. Employees who feel proud to be part of the organization also demonstrate high loyalty, which contributes to the organization's operational stability and smooth functioning.

The Influence of Work Environment on Employee Performance Through Organizational Commitment

The influence of the work environment on employee performance through organizational commitment is due to the fact that a conducive work environment creates a sense of comfort and harmony among employees. Positive and respectful relationships between colleagues foster an atmosphere that supports collaboration and effective communication. When employees feel valued and supported by their surroundings, they become more motivated to contribute optimally. Workplace comfort—whether in terms of facilities, cleanliness, or safety strengthens employees' sense of attachment to the organization, thereby increasing their work commitment.

The Influence of Job Promotion on Employee Performance Through Organizational Commitment

The influence of job promotion on employee performance through organizational commitment is due to the fact that promotion opportunities create strong motivation for employees to enhance their dedication and loyalty to the organization. When employees realize

that good performance and contributions are recognized through promotion, they are driven to work more optimally and responsibly. This motivation strengthens their emotional attachment to the organization, thereby increasing their commitment and positively impacting their overall performance.

CONCLUSION

Based on the results of the study conducted on civil servants at Raden Mattaher Regional General Hospital in Jambi Province, it can be concluded that the work environment, job promotion, and organizational commitment both simultaneously and partially have a positive and significant influence on employee performance. A good work environment, both in terms of physical aspects such as adequate facilities and non-physical aspects such as interpersonal relationships and a conducive work atmosphere, has been proven to enhance employee motivation and productivity. Job promotions that are carried out fairly and transparently also play a vital role in boosting employees' morale and loyalty to the organization.

In addition, organizational commitment serves as a mediating variable that strengthens the relationship between the work environment and job promotion on employee performance. Employees with high commitment tend to demonstrate better performance because they feel a moral and emotional responsibility toward the organization's progress. The results of this study indicate that enhancing organizational commitment can be an effective strategy to amplify the positive impact of the work environment and job promotion on performance.

Therefore, the management of Raden Mattaher Regional General Hospital needs to place greater focus on creating a comfortable and supportive work environment, as well as developing a job promotion system based on performance and competence. In addition, efforts to strengthen organizational commitment through employee involvement in decision-making, recognition of work achievements, and clear career development pathways are also key to sustainably improving employee performance.

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