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CORRESPONDING AUTHOR

Ni Nyoman Putu Martini
Universitas Muhamadiyah
Jember,
Indonesia

EMAIL

ninyomanputu@unmuhjember.ac
.id

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DYNAMICS OF WORK MOTIVATION: UNVEILING THE MEDIATING ROLE IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND JOB PROMOTION ON EMPLOYEE PERFORMANCE

Ni Nyoman Putu Martini

Nailatul Ilmi Nafi'ah

Nurul Qomariah

Universitas Muhamadiyah Jember, Indonesia

Mutiara Dwi Sari

Universitas Muhammadiyah Malaysia, Malaysia

Abstract: The implementation of the job transfer has made the work environment less conducive when the regulation is applied. Government organizations must be prepared in terms of institutions, policies, and new work procedures, especially in local governments, to improve performance in response to new regulations. This study aims to determine the influence of organizational culture, work environment, and job promotion on employee performance with work motivation as a mediator. This research is designed in the form of quantitative research with a causal research type. The population in this study is all Civil Servants in Banyuwangi Regency with a sample of 142 employees. The sampling technique uses non-probability sampling with a purposive sampling technique. The data in this study were obtained through a survey method using a questionnaire media. Data analysis techniques use partial least squares. The study found that organizational culture, work environment, and job promotion all have a positive and significant impact on employee performance. Additionally, organizational culture, work environment, and job promotion also positively influence work motivation. Furthermore, work motivation itself has a positive and significant effect on employee performance. It was also observed that work motivation serves as a mediator in the relationship between organizational culture and employee performance, as well as between the work environment and employee performance, and between job promotion and employee performance. This can be achieved by awarding employees who perform well, adhering to established working hours, creating a comfortable work environment where employees can enjoy their work, and providing adequate supporting facilities and resources.

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

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INTRODUCTION

This study is crucial given the performance conditions of civil servants in Banyuwangi Regency, which show fluctuations and failure to meet established targets. Data indicates that employee performance in areas such as service orientation, integrity, commitment, discipline, teamwork, and leadership has been declining and unstable from 2019 to 2023. This highlights underlying issues that must be identified and addressed to improve public service effectiveness and efficiency. This phenomenon is exacerbated by the differences in organizational culture across various regional government organizations in Banyuwangi Regency. Each organization has distinct characteristics and cultures, which can affect the adaptation of new employees when job promotions occur. These cultural changes often pose challenges in enhancing work motivation and employee performance. Therefore, it is essential to understand how organizational culture, work environment, and job promotion interact and influence work motivation and employee performance. Previous research, such as that by Wulandari (2021), indicated that organizational culture did not significantly impact employee performance. This study suggested that organizational culture did not directly contribute to employee performance outcomes. However, this finding was later updated and complemented by recent research conducted by Zulkifli et al. (2023), which found that organizational culture significantly impacts employee performance. This research shows that organizational culture can influence employee performance in ways that may not have been detected in earlier studies. Thus, this study aims to address the existing research gap and contribute to the understanding of factors affecting employee performance in Banyuwangi Regency. By understanding the relationship between organizational culture, work environment, and job promotion on work motivation and employee performance, local government can formulate more effective policies to enhance employee performance, ultimately positively impacting public service.

Employee performance can be enhanced when employees are satisfied with the leadership style implemented in the company and when the company has a good organizational culture (Wirtama et al., 2020). Furthermore, organizational culture helps establish clear boundaries, distinguishes

one organization from another, and fosters commitment to goals beyond personal interests (Blegur and Amalia 2019). These statements are supported by empirical evidence showing that employee performance is influenced by organizational culture (Ichsan and Nasution, 2020; Qomariah et al., 2020; Giraldine and Utomo, 2021; Moniharapon, 2019). A conducive work environment can be created by maintaining harmonious working relationships among employees, where a harmonious atmosphere makes employees more comfortable and creates a sense of peace and calm (Sembiring, 2020). The impact of the work environment is significant: a positive work environment can boost employee performance, referring to the physical, social, and psychological conditions in which employees are placed. Research has shown that the work environment influences performance (Qomariah et al., 2022; Qomariah et al., 2020; Sabrina and Aulanda, 2023). Employees are directly impacted by their work environment, which has the power to enhance performance (Nurhandayani, 2022). In addition to organizational culture and the work environment, employee performance is also influenced by job promotions. Increasing the number of promotions to the right positions can enhance employee performance (Dahlia et al., 2020). Several studies have shown that job promotions affect employee performance (Cori and Purnama, 2019; Sudarmanto et al., 2022; Setyawati et al., 2022; Ichsan and Nasution, 2020; Harjadi et al., 2022). Job promotions and organizational culture impact employee performance (Giraldine and Utomo, 2021). When employees are motivated, they make decisions that benefit the organization because motivation drives them to put in extra effort to meet needs and increase productivity, ultimately helping the organization achieve its goals (Sutanjar and Saryono, 2019). Motivation has a significant effect on employee performance, indicating that when employee motivation is high, their performance outcomes are also good (Aditya et al., 2021). Consequently, many studies have concluded that motivation positively and significantly impacts performance (Fadli et al., 2022; Qomariah et al., 2022; Megantara et al., 2019).

The selection of Banyuwangi Regency as the research focus is due to its unique characteristics, which reflect the challenges and dynamics in managing human resources in the public sector.

Banyuwangi Regency is particularly relevant as one of the areas facing various issues related to employee performance, organizational culture, and diverse work environments. With 85 regional government organizations, each institution has its own distinct culture and work environment, which can significantly impact employee motivation and performance. Additionally, Banyuwangi Regency is committed to improving the quality of public services. However, data indicates that employee performance in several areas still falls short of the expected targets. The choice of Banyuwangi as the research location is also based on the existing research gap that has not been extensively explored, especially regarding the impact of organizational culture, work environment, and job promotion on work motivation and employee performance.

Among the numerous studies demonstrating the influence between variables, some research has concluded differing results (inconsistencies). Qomariah et al. (2020) found that organizational culture does not have a positive and significant impact on employee performance, a finding that is similarly reported by Atikah and Qomariah (2020), organizational culture does not affect employee performance or work motivation (Mgantara et al., 2019). Organizational culture and motivation do not significantly impact employee performance (Rizky et al., 2021). Work motivation does not significantly affect performance (Sarwani et al., 2019), with similar findings reported by (Nuriyah et al., 2022; Prabowo et al., 2024). Work motivation does not mediate the impact of the work environment on employee performance (Sabilalo et al., 2020). Moreover, work motivation does not play a significant role in mediating the effect of job promotion on employee performance (Haryono et al., 2020).

This study identifies a significant gap regarding the impact of organizational culture, work environment, and job promotion on work motivation and employee performance, specifically within Civil Servants in Banyuwangi Regency. The novelty of this study lies in the use of work motivation as an intervening variable that links these three factors to employee performance, a topic that has not been extensively researched in this region before. The findings of this study are expected to provide valuable insights for local governments in

formulating more effective policies to enhance employee performance through strengthening organizational culture and the work environment. Thus, this study aims to examine and analyze the effects of organizational culture, work environment, and job promotion on work motivation and employee performance and to understand the role of work motivation as an intervening variable in this context.

LITERATURE REVIEW

Employee Performance

Performance is the outcome of work related to organizational goals, such as quality, efficiency, and other criteria that determine effectiveness (Gibson et al., 1987). Performance is defined as work achievements in a management context or the results of an individual's work based on the quantity and quality achieved in performing their functions according to recognized responsibilities (Widianti, 2022). This statement reflects that performance is fundamentally the result of an individual's work performance while carrying out tasks.

Work Motivation

Maslow (1943) stated that humans are motivated to fulfill various needs that are inherent to every individual and tend to be innate. These needs are divided into five types, which are arranged in a hierarchy known as the hierarchy of needs, as illustrated in Figure 1. Motivation can be achieved through various tools and techniques, such as providing incentives, recognition, growth and development opportunities, a positive work environment, and clear goals and expectations (Hemakumara, 2020). Although motivation cannot be directly observed, it can be interpreted through behavior, including stimuli, encouragement, or triggers for certain behaviors.

Organizational Culture

Organizational culture is the style of an organization that reflects the values or beliefs that guide all members of the organization. Culture comprises various beliefs, values, rituals, and symbols that govern how people operate within a company (Alefari et al., 2020). Therefore, a strong organizational culture is crucial for creating a comfortable work environment for everyone involved.

Work Environment

A relaxed and dynamic work environment provides an enjoyable atmosphere for employees. Sedarmayanti, (2017a) The work environment is divided into two categories: physical and non-physical. The physical work environment refers to all the physical conditions surrounding the workplace that can affect employees. The non-physical work environment refers to a pleasant work atmosphere where there are harmonious working relationships between employees and supervisors.

Job Promotion

Hasibuan (2019) states that promotion plays a crucial role for every employee, often being an eagerly anticipated aspiration. Promotion impacts an employee's social status, authority, responsibilities, and income. Additionally, they must show the ability to handle the responsibilities of a higher position, which is expected to result in improved performance (Sidiarta and Trianasari, 2021).

Conceptual Framework of the Study

The study's conceptual framework, presented in Figure 2, is based on empirical evidence concerning the relationships between the variables of

organizational culture, work environment, job promotion, employee performance, and work motivation.

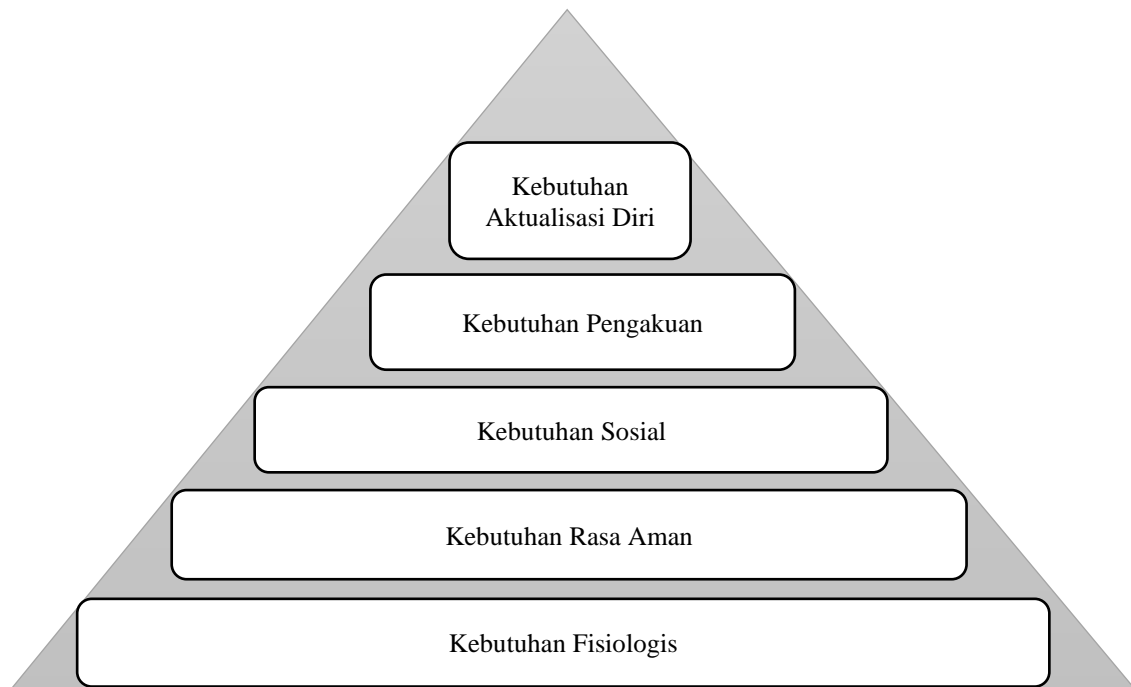
HYPOTHESIS DEVELOPMENT

A strong organizational culture emphasizing clear communication, recognition of employee contributions, and role clarity can further boost work motivation (Setiabudi et al., 2021). Previous studies have shown organizational culture's positive and significant influence on work motivation (Masykur et al., 2019; Al-Ayyubi, 2019; Firanti et al., 2021).

H1: Organizational culture affects work motivation.

Sedarmayanti (2017b) mentions that a clean, healthy, and comfortable work environment with adequate facilities, lighting, air temperature, noise levels, color usage, and space can increase work motivation. Previous literature has shown that the work environment positively and significantly influences work motivation (Qomariah et al., 2022; Sabrina and Aulanda, 2023).

H2: The work environment affects work motivation.



Source: Maslow's Hierarchy of Needs Theory (Maslow, 1943)

Figure 1 Maslow's Hierarchy of Needs Theory (1943)

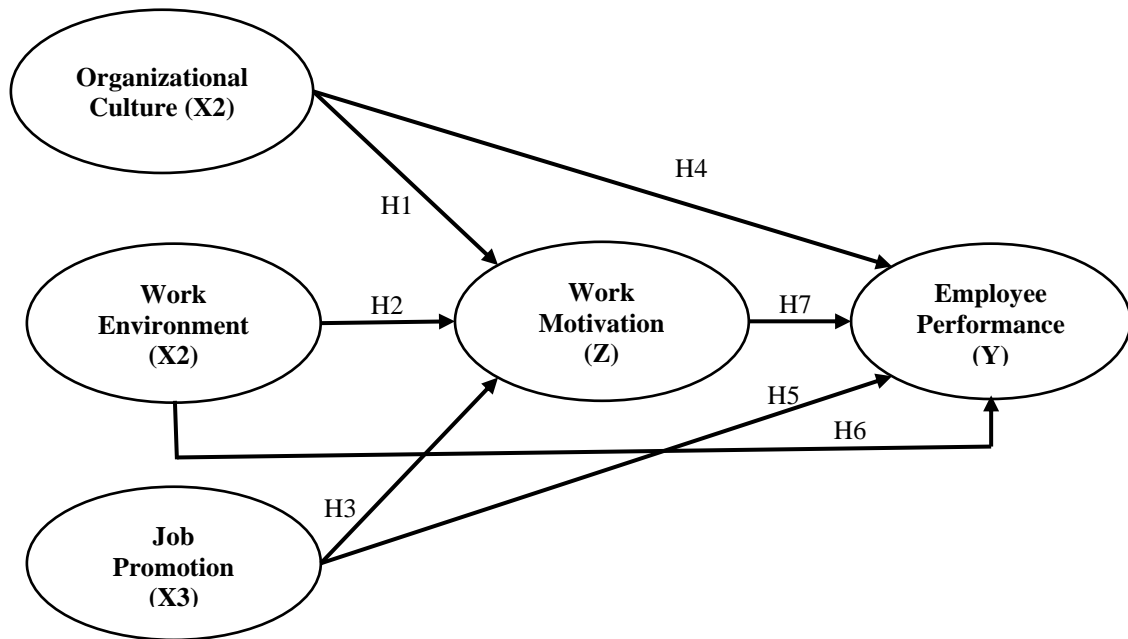


Figure 1. Conceptual Framework

Job promotion can increase work motivation by providing recognition, career advancement opportunities, better job satisfaction, and challenges that inspire employees to continuously improve and excel in their roles (Kumareswaran et al., 2022). Previous literature has shown that job promotion positively and significantly influences work motivation (Haniyah, 2019; Nurmansyah, 2019).

H3: Job promotion affects work motivation.

It not only shapes employees' orientation toward their work but also determines the extent to which their behavior is directed toward achieving organizational goals rather than personal interests (Wirtama et al., 2020). Previous literature has shown that organizational culture positively and significantly influences employee performance (Nuriyah et al., 2022; Ichsan and Nasution, 2020).

H4: Organizational culture affects employee performance.

A work environment that encourages positive relationships provides adequate resources and supports employees' needs and goals, can contribute to higher levels of employee engagement and performance (Ahuja and Ranga, 2022). Previous literature has shown the work environment's positive and significant influence on employee performance (Qomariah et al., 2022; Sabrina and Aulanda, 2023).

H5: The work environment affects employee performance.

Research by Setyawati et al. (2022) indicates that latent variables such as career development, motivation, and promotion significantly influence employee performance. Additionally, previous literature has shown job promotion's positive and significant influence on employee performance (Haryadi et al., 2022).

H6: Job promotion affects employee performance.

Motivated employees tend to be more productive, happier at work, more committed to the organization's vision, better collaborators, and more likely to remain with the organization (Manzoor et al., 2021). Previous literature has shown work motivation's positive and significant influence on employee performance (Paulus, 2022; Qomariah et al., 2022).

H7: Work motivation affects employee performance.

A positive corporate culture can create a sense of belonging and purpose among team members, making employees more engaged and committed to their work. Previous literature has shown

organizational culture's positive and significant influence on employee performance through work motivation (Setiabudi et al., 2021; Blegur and

Amalia, 2019).

H8: Organizational culture affects employee performance through work motivation.

Table 1. Variables, Operational Definitions, Indicators Research

Variable	Operational Definition	Indicator
Organizational Culture (X1) (Edison et al., 2018)	Organizational culture is a blend of shared beliefs, behaviors, assumptions, and values. It shapes how members of the organization behave and interact and influences how they work.	(1) Self-Awareness (2) Aggressiveness (3) Personality (4) Performance (5) Team Orientation
Work Environment (X2) (Sedarmayanti, 2017b)	The work environment refers to all the equipment, materials, and conditions surrounding a person's work, including the methods of working individually or in groups.	(1) Lighting (2) Air Temperature (3) Noise Level (4) Color Usage (5) Space for Movement (6) Work Capability (7) Employee Relations
Job Promotion (X2) (Hasibuan, 2017)	Job promotion is a move to a higher position within an organization that increases authority and responsibility, accompanied by greater obligations, rights, status, and income.	(1) Honesty (2) Discipline (3) Work Performance (4) Collaboration (5) Competence (6) Loyalty (7) Leadership (8) Communicative (9) Education
Work Motivation (Z) (Maslow, 1943)	Humans are motivated to fulfill various needs that are an inherent part of each individual and tend to be innate.	(1) Physiological Needs (2) Safety Needs (3) Social Needs (4) Esteem Needs (5) Self-Actualization Needs
Employee Performance (Y) (Edison et al., 2018)	Performance is the activity conducted within a specified period according to decisions made in advance.	(1) Target (2) Quality (3) Completion Time (4) Adherence to Principles

Researchers have explored the impact of the work environment on employee performance and motivation, finding that a positive work environment that encourages collaboration, teamwork, and open communication improves employee motivation and satisfaction, leading to better performance (Zhenjing et al., 2022). Previous literature has shown the work environment's positive and significant influence on employee performance through work motivation (Parashakti et al., 2020; Sabrina and Aulanda, 2023).

H9 :The work environment affects employee performance through work motivation.

Promotions reward hard work and dedication while providing new challenges and opportunities to expand skills and knowledge (Putri et al., 2022). Previous literature has shown that promotions positively and significantly influence employee performance through work motivation (Shamsudin et al., 2019).

H10 :Promotions affect employee performance through work motivation.

METHOD

This study is quantitative research with a causal (explanatory) approach. The population for this study includes all Civil Servants in Banyuwangi Regency. The sample size is based on Sugiyono (2019) views that nonprobability sampling is defined as a sampling technique that does not provide equal chances for every member of the population to be selected as a sample. In this study, the nonprobability sampling technique applied is purposive sampling. Purposive sampling is used because not all samples meet the criteria relevant to the phenomenon being studied. This technique allows the researcher to selectively choose individuals or groups with specific characteristics that align with the research objectives. Thus, purposive sampling ensures that the selected sample is directly relevant and related to the phenomenon or variables being analyzed, making the data more targeted and providing deeper insights into the issue being studied. The criteria for sample selection in this study are: Civil Servants holding structural positions within the Banyuwangi Regency Government, with a minimum echelon of IV.B and a maximum echelon of III.A, and employees with a

rank or grade of at least IV/a. This resulted in a total of 142 respondents, with data collection conducted through a survey method using an online questionnaire (Google Forms).

Operational Definitions and Measurement of Variables

Table 1 details the variables, operational definitions, and indicators used in this study.

RESULTS

Respondent Characteristics

Out of 142 respondents, the majority were male, comprising 113 employees (79.58%), while females accounted for 29 employees (20.42%). In terms of educational attainment, 56 employees (39.44%) held a Bachelor's degree (S1/D-IV), which was fewer compared to the 86 employees (60.56%) who held a Master's degree (S2). Regarding rank and grade, 93 employees (65.49%) were in the managerial grade (pembina/IV/a), and 49 employees (34.51%) were in the first-level managerial grade (pembina Tk.I/IV/b).

Validity and Reliability Test Results

The validity test using loading factors revealed that all items within each construct organizational culture, work environment, job promotion, employee performance, and work motivation had values above 0.7, indicating their validity. Furthermore, the reliability test yielded Cronbach's alpha values above 0.7 for all constructs, indicating reliability.

Partial Least Square (PLS) Analysis

Convergent validity testing is assessed based on the outer loading values. In this study, all indicators measuring the constructs of organizational culture (X1), work environment (X2), job promotion (X3), work motivation (Z), and employee performance (Y) have outer loading values ranging from 0.828 to 0.909, indicating validity. Discriminant validity testing is evaluated using the Fornell-Larcker criterion, which shows the square root of the Average Variance Extracted (AVE) for each construct: organizational culture (X1) 0.883; work environment (X2) 0.870; job promotion (X3) 0.865; work motivation (Z) 0.879; and employee performance (Y) 0.887.

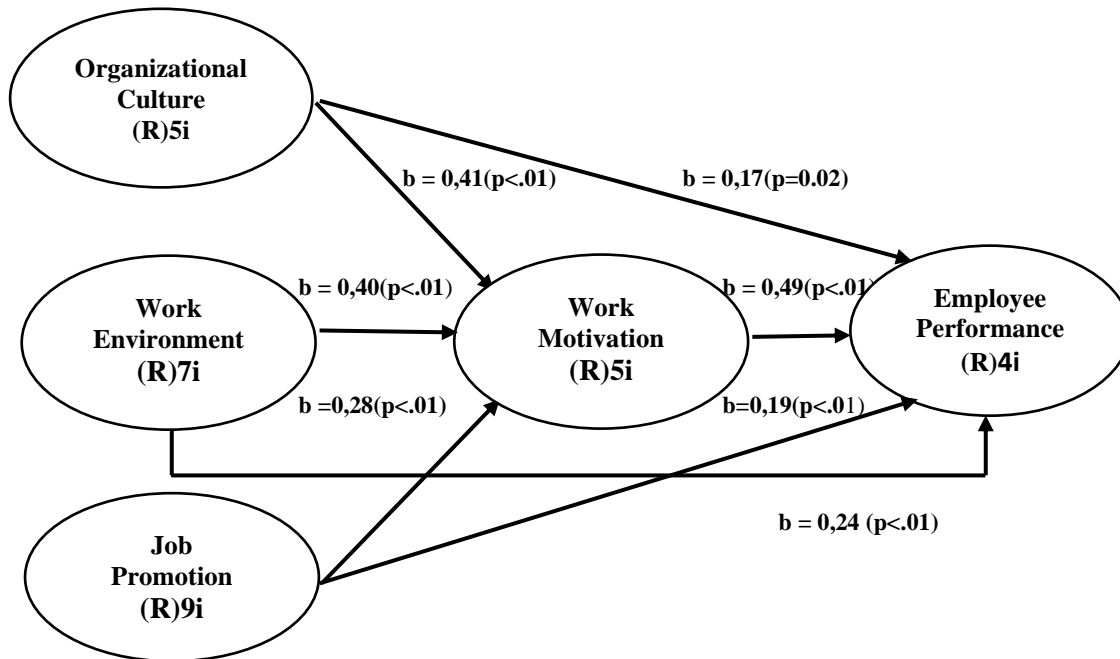


Figure 2. Structural Model

The square root of AVE for each construct is greater than the correlation values between each construct and others, fulfilling the discriminant validity criteria. Reliability testing, assessed by composite reliability values, shows that each construct of organizational culture (X1), work environment (X2), job promotion (X3), work motivation (Z), and employee performance (Y) has composite reliability values of 0.946; 0.956; 0.964; 0.945; and 0.936, respectively, all exceeding 0.7. Therefore, all constructs are reliable.

The results show that the R-square value for work motivation is 0.599, indicating that 59.9% of the variance in work motivation is explained by organizational culture, work environment, and job promotion variables. In comparison, the remaining 40.1% is explained by unexamined variables. Similarly, the R-square value for employee performance is 0.762, suggesting that 76.2% of the variance in employee performance is explained by organizational culture, work environment, job promotion, and work motivation variables, with the remaining 23.8% explained by other unexamined variables. Additionally, the Q-square values for work motivation and employee performance are 0.626 and 0.777, respectively. Both values are greater than 0, indicating the model has predictive relevance for these variables. These findings sug-

gest that the model adequately explains and predicts work motivation and employee performance based on the examined variables of organizational culture, work environment, job promotion, and work motivation.

Hypotheses Testing Results

After conducting model accuracy testing, hypothesis testing was performed, with results as detailed in Figure 2.

DISCUSSION

The Effect of Organizational Culture on Work Motivation

The first hypothesis testing results indicate that organizational culture significantly influences work motivation. The results of the study that has been conducted on the influence of organizational culture on work motivation obtained results stating that organizational culture has a significant positive effect on the work motivation of Civil Servants of the Banyuwangi Regency Government, so H1 is accepted. This could be due to the influence of aspects related to organizational culture, such as self-awareness, aggressiveness, personality, performance, and team orientation, impacting work motivation. These results are proven supported by descriptive variables where many respon-

dents responded positively to the organizational culture implemented. This is in accordance with research from Sutoro (2020) which proves that self-awareness, aggressiveness, personality, performance, and team orientation affect work motivation. The findings of this study are consistent with supporting theories. Additionally, this research aligns with significant similarities found in prior studies, which also concluded that organizational culture significantly influences work motivation (Masykur et al., 2019; Al-Ayyubi, 2019; Firanti et al., 2021; Hormati, 2016; Wahyuni, 2015).

The Effect of Work Environment on Work Motivation

In the second hypothesis testing, it was found that the work environment significantly influences work motivation. The results of the study that has been conducted on the influence of the work environment on work motivation obtained results stating that the work environment has a significant positive effect on the work motivation of Civil Servants of the Banyuwangi Regency Government, so H2 is accepted. This can be caused by aspects related to the work environment, such as lighting, air temperature, noise, use of color, space, workability, and employee relations that impact work motivation. The working environment for civil servants in Banyuwangi Regency is very pleasant, as proven by the good response from respondents. This is in accordance with research from Warna et al. (2020), which proves that lighting, air temperature, noise, use of color, movement space, workability, and employee relationships impact work motivation. The results of this study are consistent with supporting theories. Additionally, this research aligns with significant similarities found in prior studies, which also concluded that the work environment significantly influences work motivation (Qomariah et al., 2022; Sabrina and Aulanda, 2023).

The Effect of Job Promotion on Work Motivation

The third hypothesis testing found that job promotion significantly influences work motivation. The results of the research that has been conducted on the influence of job promotion on work motivation obtained results stating that job promotion has a significant positive effect on the work

motivation of Civil Servants of the Banyuwangi Regency Government, so H3 is accepted. This can be caused by aspects related to job promotion, such as honesty, discipline, work performance, cooperation, skills, loyalty, leadership, communication, and education, which impact work motivation. This is supported by the results of descriptive analysis, which states that, in general, respondents gave a positive response to these aspects of job promotion. This is supported by the results of descriptive analysis, which states that, in general, respondents responded positively to the aspects of job promotion. This is in accordance with research conducted by Syarief et al. (2021), which proves that job promotions with indicators such as honesty, discipline, work performance, cooperation, skills, loyalty, leadership, communication, and education impact work motivation. The results of this study are consistent with supporting theories. Additionally, this research aligns with significant similarities found in prior studies, concluding that job promotion significantly influences work motivation (Haniyah, 2019; Nurmansyah, 2019).

The Effect of Organizational Culture on Employee Performance

In the fourth hypothesis testing, it was found that organizational culture significantly influences employee performance. The results of the research that has been conducted on the influence of organizational culture on employee performance obtained results stating that organizational culture has a significant positive effect on the performance of Civil Servants of the Banyuwangi Regency Government, so H4 is accepted. This could be due to the existence of aspects related to organizational culture that impact employee performance. This is supported by the results of descriptive analysis, which state that, in general, respondents gave a positive response to these aspects of organizational culture. The results of this study are consistent with supporting theories. This is in accordance with research conducted by Manggis et al. (2018). This proves that organizational culture, which includes indicators such as self-awareness, aggressiveness, personality, performance, and team orientation, can improve employee performance. This study also aligns with prior studies, which concluded that organizational culture significantly influences employee performance (Nu-

riyah et al., 2022; Ichsan and Nasution, 2020).

The Effect of Work Environment on Employee Performance

In the fifth hypothesis testing, it was found that the work environment significantly influences employee performance. The results of the research that has been conducted on the influence of the work environment on employee performance obtained results stating that the work environment has a significant positive effect on the performance of Civil Servants of the Banyuwangi Regency Government, so H5 is accepted. This can be caused by aspects related to the work environment, such as lighting, air temperature, noise levels, use of color, space to move, workability, and employee relations that impact employee performance. A comfortable work environment will make employees happy to work so that all tasks assigned can be completed on time, impacting their performance. This is supported by the results of descriptive analysis, which state that, in general, respondents gave a positive response to these aspects of the work environment. This is in accordance with study conducted by Prakoso et al. (2014), which proves that a work environment that has indicators such as lighting, air temperature, noise level, use of color, space to move, workability, and employee relations can improve employee performance. The results of this study are consistent with supporting theories. Additionally, this research aligns with significant similarities found in prior studies, which also concluded that the work environment significantly influences employee performance (Sabrina and Aulanda, 2023; Qomariah et al., 2020).

The Effect of Job Promotion on Employee Performance

In the sixth hypothesis testing, it was found that job promotion significantly influences employee performance. The results of the research that has been conducted on the influence of the work environment on employee performance, obtained results stating that the work environment has a significant positive effect on the performance of Civil Servants of the Banyuwangi Regency Government, so that H5 is accepted. This is supported by the results of descriptive analysis, which states that, in general, respondents responded positively

to the aspects of job promotion. The aspects related to job promotion, such as honesty, discipline, work performance, collaboration, competence, loyalty, leadership, communication, and education, impact employee performance. Aspects of job promotion are very useful in improving employee performance. This is in accordance with research conducted by Dahliani et al. (2020), which proves that job promotions that have indicators such as honesty, discipline, work performance, collaboration, competence, loyalty, leadership, communication, and education can improve employee performance. The results of this study are consistent with supporting theories. Additionally, this study aligns with significant similarities found in prior studies, concluding that job promotion significantly influences employee performance (Haryadi et al., 2022; Basriani and Marthina, 2017; Ritonga and Lubis, 2015).

The Effect of Work Motivation on Employee Performance

The seventh hypothesis test revealed that work motivation significantly impacts employee performance. The results of the research that has been conducted on the influence of work motivation on employee performance obtained results stating that work motivation has a significant positive effect on the performance of Civil Servants of the Banyuwangi Regency Government, so H7 is accepted. This can be caused by aspects related to work motivation, such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs that have an impact on employee performance. This is supported by the results of descriptive analysis, which states that, in general, respondents gave a positive response to these aspects of work motivation. Highly motivated employees will do their jobs well to realize organizational performance targets. This is in accordance with research conducted by Ulantini et al. (2022), which proves that work motivation that has indicators such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs can improve employee performance. These research findings align with supporting theories, and there are significant similarities with previous studies conducted by Paulus (2022) and Qomariah et al. (2022), which also states that work motivation significantly affects employee performance.

The Effect of Organizational Culture on Employee Performance Through Work Motivation

The indirect effect test revealed that organizational culture significantly influences employee performance through work motivation, so H8 is accepted. The work motivation possessed by employees becomes an intermediary for the impact of organizational culture on employee performance. This is because there is an aspect of motivation that is a driver for improving employee performance. The aspects contained in work motivation include physiological needs, safety needs, social needs, esteem needs, and self-actualization needs, all of which factors can be intermediaries for organizational culture to influence performance through work motivation. This is in accordance with research conducted by Hormati (2016) which proves that work motivation, which has indicators such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs, can mediate the influence of organizational culture on employee performance. These research findings align with supporting theories and show significant similarities with previous studies, such as the research by Setiabudi et al. (2021), which also found that organizational culture significantly affects employee performance through work motivation.

The Effect of Work Environment on Employee Performance Through Work Motivation

The indirect effect test revealed that the work environment significantly influences employee performance through work motivation, so H9 is accepted. Work motivation can impact employee performance in the existing work environment. By having high work motivation, employees will always work well in accordance with existing SOPs so that the environment provided by the organization can make them work comfortably and that their performance increases according to the company's or organization's expectations. This is in accordance with research conducted by Prakoso et al. (2014), which proves that work motivation has indicators such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. These research findings align with supporting theories and show significant similarities with previous studies, such as those by Para-

shakti et al. (2020), Qomariah et al. (2020), and Sabrina and Aulanda (2023), which also found that the work environment significantly affects employee performance through work motivation.

The Effect of Job Promotion on Employee Performance Through Work Motivation

The indirect effect test revealed that job promotions significantly influence employee performance through work motivation, so H10 is accepted. The work motivation of employees, which consists of aspects of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs, can impact job promotion and employee performance. By having high work motivation, all tasks assigned to employees can be completed on time so that the target of achieving performance in the organization is also achieved. Achieving targets that are in accordance with what is planned will increase the performance of a person or employee so that there will be a higher job promotion. Thus, job promotion has an impact on performance through work motivation. This is in accordance with research conducted by Syarief et al. (2024), which proves that work motivation, which has indicators such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs, can mediate the influence of job promotion on employee performance. This research shows that appropriate and well-regulated job promotion policies can be an effective tool for enhancing the performance of Civil Servants (PNS) (Ningsi et al., 2010; Natalina, 2018).

IMPLICATIONS

The practical implications of this research suggest that each leader of regional agencies in the Banyuwangi Regency Government should take strategic steps to enhance work motivation and employee performance. To achieve this goal, several concrete actions can be undertaken, including conducting training and development programs for civil servants (PNS), strengthening communication channels between leaders and employees to create a transparent and collaborative work environment, conducting regular evaluations and assessments of employees, and implementing a positive organizational culture. The government is encouraged to pay more attention to employee welfare to mitigate the impact of declining perform-

ance quality, thereby ensuring that organizational goals are met. One effective approach for the government could be to provide recognition and rewards for employees who perform well.

RECOMMENDATIONS

Leaders across all regional agencies in Banyuwangi Regency should strive to improve the working environment further to build and enhance employee motivation and performance. Special attention should be given to aspects of work capability, as it received the lowest score of 74.08% compared to other indicators. Training and personal development programs should be provided to improve employees' work capabilities and enhance their competencies and skills, ultimately improving their performance. Additionally, the Banyuwangi Regency Government needs to focus on the importance of job promotions for civil servants, particularly regarding competence, which scored the lowest at 73.94% compared to other indicators. To ensure that competence is considered in the promotion process, leaders should conduct regular performance evaluations to identify employees' strengths, weaknesses, and potential, map out and identify employees with specific competencies and skills, and establish a clear and transparent promotion pathway incorporating competence criteria. Future studies should consider other factors or variables that also affect work motivation and employee performance in general, such as job satisfaction, competence, and workload. Future research can also expand the research orientation to a larger scope or wider population.

CONCLUSIONS

This study investigates the influence of various factors on employee performance. All variables significantly impact employee performance, including organizational culture, work environment, job promotion, and work motivation. The study also reveals that work motivation mediates the relationship between organizational culture, work environment, job promotion, and employee performance.

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