



# The effect of job promotion and work environment on job satisfaction with work motivation as a moderating variable : case study of lecturers Politeknik ATI Padang

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## ABSTRACT

This study aims to obtain empirical evidence regarding the effect of job promotion and work environment on job satisfaction with work motivation as a moderating variable. This research was conducted at Politeknik ATI Padang. The sampling technique is the saturated sample method, so the population of respondents used is all permanent lecturers at the Politeknik ATI Padang of 65 lecturers. The analytical method used is descriptive statistical analysis using SmartPLS 3.0. Based on the results of research testing shows that job promotion has a positive and significant effect on job satisfaction; work environment has a positive and significant effect on job satisfaction; work motivation has a positive and significant effect on employee performance ; job promotion has no on job satisfaction with work motivation as a moderating variable; work environment has a positive and significant effect on job satisfaction with work motivation as a moderating variable. Based on the results R square value was 0.642, means that 64.2% of the job satisfaction of lecturers at the Politeknik ATI Padang is explained by the variables of promotion, work environment and work motivation. While the remaining 35.8% is influenced by other variables not explained in this study.

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## INTRODUCTION

Human resources are an important element in carrying out the goals to be achieved. The goals of a company or agency will be closely related to how human resources as employees can develop their skills. The success of agencies or organizations in achieving goals is not only seen in the means used, but also in the human resources behind these facilities, so that humans as human resources remain the subject and goal of personnel management. Job satisfaction is part of one of the most important things for employees, because it is believed that with positive value satisfaction in carrying out work, the work will be of higher quality and better, and vice versa. According to

Azaliney et al., (2021) Job satisfaction, an employee's sense of achievement and success, is generally considered to be directly related to productivity and personal well-being. Job satisfaction implies doing a job one likes, doing it well, and being rewarded accordingly for the effort. In other words, job satisfaction is defined as enthusiasm and happiness in carrying out a job in the daily creativity of employees. Job satisfaction is a state of positive behavior about work, which is obtained from an assessment of its characteristics (Heidari et al., 2022). Rojikinnor et al., (2021) also stated that job satisfaction is a measure of the process of continuous human improvement. Lecturers as mediators in conveying knowledge should need this job satisfaction value in carrying out their duties. So it is necessary to set benchmarks in fulfilling job satisfaction such as work with the same rewards, where each individual has a different level of satisfaction from one employee to another (Islamy, 2019).

Job satisfaction must be fulfilled by all employees in all agencies and organizations, as well as lecturers who are teaching staff professional and scientist whose main objective is to transform, develop and disseminate science, technology and art through education, research and student service. Lecturers are the key that can realize the success of learning in the educational process, so that agencies where the realm where lecturers teach must pay attention to and maintain the level of lecturer job satisfaction. The level of job satisfaction of lecturers in a tertiary institution is the main indicator that can support the creation of the goals of the tertiary institution. Politeknik ATI Padang is a tertiary institution or vocational education institution from a work unit at the Ministry of Industry which produces graduates every year. As a vocational education institution in the agro-industrial sector, Politeknik ATI Padang has a very important mission, namely providing education, carrying out applied research, carrying out community service and fostering cooperative and partnership relations with the business world, industry, higher education from within and from abroad so that it can advance agro industry. In line with these conditions, lecturers are needed in order to achieve the mission carried out by the Politeknik ATI Padang. So it is underlined that the need for special attention from agencies to the job satisfaction of lecturers.

Indicators that can affect job satisfaction can be seen from the absence of lecturers. Lecturer working hours at the Politeknik ATI Padang are regulated by the Decree of the Minister of Industry Number 884/M-IND/Kep/12/2017 concerning Lecturer Working Days and Hours at Community Polytechnics and Academics within the Ministry of Industry which is further refined by work evaluation through the official Note of the Secretariat General Number 116/SJ-IND.2/V/2019 which states lecturer working hours, namely working days Monday to Friday with a total working hour of 37.5 (thirty seven point five) hours in 1 (one) week (Politeknik ATI Padang, n.d, 2022). So that every lecturer is required to carry out performance in accordance with the applicable working hours. Furthermore, the problem is related to the results of the problem of lecturer absence. In full, it can be seen from the recapitulation of lecturer absences, it can be concluded that the absence of lecturers at the Politeknik ATI Padang increases the conversion of lateness which is associated with the number of working hours that should be fulfilled by lecturers in one week. From the online attendance calculation data for the arrival and return hours of lecturers, then the delay is calculated according to the provisions of Government Regulation number 53 of 2010 concerning the highest civil servant discipline with a score of 39. This explains if the lecturer's job satisfaction decreases and is believed to be absenteeism behavior that arises from someone who is not successful participate in the work according to the target working hours should be. So that agencies need to pay attention to lecturers so they can minimize the shortage of lecturer working hours at the Politeknik ATI Padang. In addition, employees who have been working at the Polytechnic for a long time also do not receive offers for increased promotions, there by triggering employee job satisfaction.

Agencies need to take an approach in the form of descriptive analysis that can be used as an evaluation for agencies. Herzber (2017) explains five factors that influence job satisfaction, namely compensation, promotion (position promotion), physical environment (air holes, room

light, sound and others), non-physical environment (work relationship between top and bottom, or even fellow employees). work, opportunities in decision making, type of character in work. The work environment is a very important aspect for workers when carrying out their work. By paying attention to the work environment or having created conditions with a good work environment, this is able to provide high motivation for workers to maintain the comfort of workers so that the goals of the agency or company can be achieved. Akinwale & George (2020) The work environment has a positive effect on the job satisfaction.

Furthermore, based on the promotion factor (position promotion) is one of the indicators that affect lecturer job satisfaction. It can be seen from based on observations of the level of position of lecturers, they tend to occupy more of the last positions in a long period of time (Ansong & Noah, 2022). Based on data on the last rank of permanent lecturer at the Politeknik ATI Padang, it was found that the tenure of dthe longest occupied by a lecturer is 19 years. In other words, the lack of attention to increasing lecturer positions means that job satisfaction for lecturers is decreasing. This is evidenced by the data containing the official date of the last appointment of lecturers who did not get promoted from the last year of appointment. According to Simanjuntak (2018) one of the indicators used to determine the level of employee job satisfaction, namely promotion, is most likely Employees can develop through promotion. Promotion in Flippo's theory is an activity that is important for employees and sometimes it can be something that employees want and look forward to (Rinny et al., 2020). According to Hilal (2017) promotion is the transfer of employees/employees, from one position/place to another position/place that is higher and followed by duties, responsibilities and authorities that are higher than the previously occupied position (Ningsih, 2019). Promotion means something recognition from leaders or agencies to employees who are entrusted with occupying higher levels (Lup, 2018). Employees will feel that there is a good possibility for promotion or not, the promotion process is less open or open (Wibowo, 2015). These indicators are things that can affect a person's level of job satisfaction.

Job satisfaction is also influenced by the work environment, Astuti and Iverizkinawati (2018) explaining the work environment is everything that is around the workers and that can affect them while working, for example cleanliness, music, lighting and other examples. The work environment is something that is around the worker and can influence him when carrying out work according to his duties (Robbins et al., 2015). Then the next factor that influences job satisfaction is motivation. Uhing (2019) Explaining motivation is the provision of driving force that creates enthusiasm for worksomeone so that they are able to cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work. Motivation is defined by Gheitani et al., (2019) is a force that encourages a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work. Pratisardy & Lukito (2019) explain motivation is something that influences human behavior, in other words motivation is also said to be a supporter, a driver or a need that can make a person enthusiastic and motivated to reduce and fulfill their own desires, so that they can act and act according to certain ways that will lead to the optimal direction. Abdolshah et al. (2018) say there is a positive and significant influence between the influence of motivation and job satisfaction.

## RESEARCH METHOD

This study uses quantitative methods, which can be counted using statistical methods with the aim to determine the causal relationship between two or more variables that is independent of the dependent variable (Sekaran & Bougie, 2019). In this study the independent variables are job promotions and work environment, the dependent variable is the lecturer's job satisfaction while the moderating variable is motivation. The population in this study were all permanent lecturers at

the ATI Padang Polytechnic consisting of expert assistants, lecturers and head lecturers. The sample used is the entire population, amounting to 65 people. The type of data used is primary data sourced from document archives at the Politeknik ATI Padang and secondary from questionnaire answers. The data analysis technique uses Structural Equation Modeling (SEM) using PLS software.

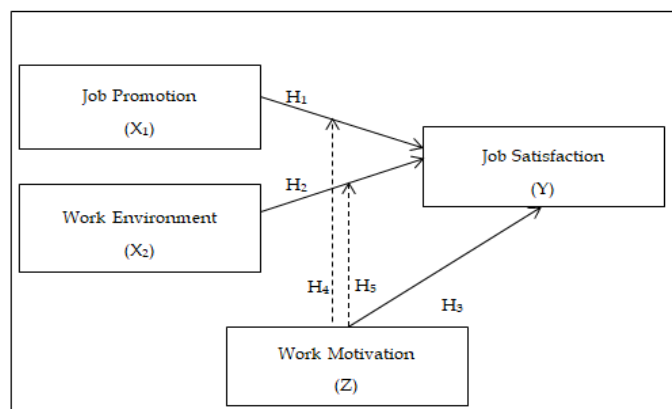


Figure.1 Research Model

The explanation from the picture above, can be seen more clearly about the conceptual framework that shows the relationship of each variable. Where we will see a comparison of the relationship between direct variables and indirect variables, or before and after being moderated. In this model, it will be seen whether work motivation moderates strongly or weakly the job promotion and work environment variables on employee job satisfaction. This model was expected to be answers as phenomenon happened.

## RESULTS AND DISCUSSIONS

### Characteristics of Respondents

Characteristics of respondents based on the age of majority respondents were in the age group of 46 - 55 years, namely as many as 21 people or 32%. This shows that in carrying out the Tri Dharma of Lecturer Education at the Politeknik ATI Padang, it is dominated by employees aged 46 - 55 years. Characteristics of respondents based on gender, dominated by female respondents totaling 38 people or 58% of the total of all respondents. While the fewest respondents, namely men, amounted to 27 people or equal to 42% of the total of all respondents. Based on the characteristics of the respondents last education, dominated by respondents with a master's degree (S2), totaling 56 people or 86% of the total of all respondents. While the lowest respondent is a doctoral education (S3) totaling 9 people or equal to 14% of the total of all respondents. Characteristics of respondents based on monthly expenses, dominated by respondents with a nominal monthly expenditure of Rp. IDR. 5,000,001 to IDR. 7,000,000 totaling 19 people or 29% of the total of all respondents. While the lowest respondent is with a nominal monthly expenditure of >IDR. 9,000,000 totaling 13 people or equal 20% of the total of all respondents.

### Validity and Reliability

Validity testing was carried out by 65 respondents with the aim of measuring whether the questionnaire was valid or not. To test convergent validity, the outer loading indicator value > 0.7 is used. Evaluation of discriminant validity can be done using the Average Variance Extracted (AVE) method for latent variables. The AVE value describes the magnitude of the diversity of variables that can be owned by the latent construct. A minimum AVE value of 0.5 indicates a good measure of convergent validity. Discriminant validity is seen by paying attention to the cross loading value. The cross loading value aims to assess the level of discriminatory validity that is adequate for each

construct, by comparing the correlations between constructs. The reliability test shows the extent to which the measuring instrument is reliable or trustworthy. The reliability test in this study used the coefficient measurement technique of Composite Reliability and Cronbach Alpha. Composite reliability is considered better if it has a composite reliability value  $> 0.6$ . Reliability tests with composite reliability can be strengthened by using the Cronbach alpha value. A variable is declared reliable if it has a Cronbach alpha value  $> 0.6$ .

### Inner Model

**Tabel 1.** R-Square Values

	R Square	R Square Adjusted
Job Satisfaction	0.670	0.642

Source: Data processing from SmartPLS 3 (2022)

Based on this, the results of calculating R square are 0.642, up to 0.670. Table 4.19 shows that the effect of all independent variables on the dependent variable with R job satisfaction of 0.642. This shows that 64.2% of job satisfaction is explained by promotion, work environment and work motivation variables. While the remaining 35.8% is influenced by other variables not explained in this study.

### Hypothesis Testing

Hypothesis testing between variables using bootstrapping techniques through path coefficients aims to identify the result of the formulated hypothesis. Second Order Confirmatory used for the assessment of the significance of the influence between variables will be carried out by a bootstrapping procedure. The bootstrapping procedure uses the entire original sample for resampling. In the resampling bootstrapping method, the significance value used (one-tailed) with the t-value is 1.65.

**Table 2.** Path Coefficient (T-Values, P-Values)

Variable	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Environment → Job Satisfaction	0.271	-0.284	0.160	1.694	0.047
Work environment X Work Motivation → Job Satisfaction	0.284	-0.222	0.148	1.924	0.029
Work Motivation → Job Satisfaction	0.780	0.797	0.098	7.996	0.000
Promotion → Job Satisfaction	0.219	0.214	0.120	1.824	0.036
Promotion X Job Motivation → Job Satisfaction	0.149	0.102	0.138	1.084	0.141

Source: Data processing from SmartPLS 3 (2022)

Based on Table 3 which is a calculation to see the direct effect between variables and variables with dimensions, it can be seen that only one hypothesis was rejected, namely H4 Job promotion on job satisfaction with work motivation as a moderation with a P-Values of 0.141 greater than a significance level of 0, 05 and the t-statistical value of 1.084 is smaller than the T-table of 1.65.

**Table 3.** Summary of Hypothesis Testing Results

hypothesis	Research result	Information
H1: Job Promotion has an effect on Job Satisfaction	There is influence Job Promotion to Job satisfaction positively and significantly	Supported
H2: Work environment influences job satisfaction	There is influence Work environment to Job satisfaction positively and significantly	Supported
H3: Work Motivation influences Job Satisfaction	There is influence Work Motivation on Job Satisfaction positively and significantly	Supported
H4: Job Promotion has an effect on Job Satisfaction moderated by Work Motivation	Job Promotion has no effect on Job Satisfaction moderated by Work Motivation positively and significantly	Rejected
H5: Work Environment influences Job Satisfaction moderated by Work Motivation	There is influence Work Environment influences Job Satisfaction moderated by Work Motivation positively and significantly	Supported

The results of testing the first hypothesis indicate that there is an effect of promotion on job satisfaction. In Table 3 it can be seen that the value of the T-statistic of  $1.824 > t$ -table value  $1.65$  and a P-value of  $0.036 < a$  significance value of  $0.05$  and the original sample value (O) indicates that the effect promotion to job satisfaction positive value of  $0.219$ . The results of this study are supported by previous research conducted by Lestari (2021) which say that found that promotion has a significant effect on job satisfaction. Jamal Ali & Anwar, (2021) said that motivating factors, namely work, successful achievement, recognition, responsibility, and career advancement can increase job satisfaction.

The results of testing the second hypothesis indicate that there is an influence of the work environment on job satisfaction. In Table 3 it can be seen that the value t-statistic of  $1,694 > t$ -table value  $1.65$  and P-value of  $0.047 < a$  significance value of  $0.05$  and the original sample value (O) indicates that the effect work environment to job satisfaction value of  $0.271$ . The results of this study are supported by previous research conducted Wibowo (2014) finds the results of the analysis showing that the physical work environment and non-physical work environment simultaneously have a significant effect on employee job satisfaction, the physical work environment has a positive and significant effect on employee job satisfaction.

The results of testing the third hypothesis indicate that there is influence work motivation on job satisfaction. In Table 4.19 it can be seen that the value t-statistic of  $7,996 > t$ -table value  $1.65$  and a P-value of  $0.000 < a$  significance value of  $0.05$  and the original sample value (O) indicates that the effect of work motivation on job satisfaction positive value of  $0.780$ . The results of this study are supported by previous research conducted Ridho & Susanti (2018) explain the research results obtained from testing 76 employee respondents at Bank Mandiri Padang branch stated motivation from the regression value on job satisfaction worth  $1.129$ , which means if work motivation increases, job satisfaction will increase and also work motivation has a positive and significant effect on job satisfaction.

The results of testing the fourth hypothesis indicate that work motivation as a moderating variable has no effect between promotion on job satisfaction. Based on the table of the results of the moderation that has been carried out, it is found in Table 4.19 that the value t-statistic of  $1,084 > t$ -table value  $1.65$  and a p-value of  $0.141 > a$  significance value of  $0.05$  and the original sample value (O) indicates that the effect promotion on job satisfaction moderated by work motivation value of  $0.149$ . This research mReferring to the description of the respondents who stated that, first, a lack of appreciation such as appreciation, recognition and respect given to lecturers from the leadership fairly means that awards from superiors are needed to increase the desire or sense of motivation of lecturers to work and achieve in accordance with the tridharma of higher education.

The results of testing the fifth hypothesis indicate that there is a significant influence of work motivation as a moderator between the work environment and job satisfaction. in table 4.19 it

can be seen that the t-statistic value is  $1,924 >$  the t-table value  $1.65$  and a p-value of  $0.029 <$  significance value of  $0.05$  and the original sample value (O) indicates that the effect work environment on job satisfaction moderated by work motivation value of  $0.284$ . This research is in line with Octarina (2017) in his research said that based on the test results obtained results that the regression model can be used to predict job satisfaction of KJKS BMT Padang City employees or it can be said that the work environment, work motivation and moderating work environment work motivation together have a significant effect on KJKS BMT City employee job satisfaction Padang.

## CONCLUSION

The results of the study show that promotion has a positive and significant effect on job satisfaction; work environment has a positive and significant effect on job satisfaction; work motivation has a positive and significant effect on employee performance; job promotion has no significant effect on job satisfaction with work motivation as a moderating variable; work environment has a significant effect on job satisfaction with work motivation as a moderating variable. Based on research experience while conducting this research, the researcher realizes that the results of this study are not perfect and have many limitations that affect the expected results. Therefore, it is hoped that these limitations will be given more attention for future studies. Some of the limitations in this study is the research is limited to job satisfaction, job promotion, work environment and work motivation Politeknik ATI Padang, respondents in this study only focused on discussing permanent lecturers at Politeknik ATI Padang and the research object examined in this study was Politeknik ATI Padang.

Some of the contributions and implications in this study are that agencies can provide great opportunities for promotion opportunities that have measurable indicator assessments and have promotion evaluation guidelines. Giving awards, recognition and attention to lecturers who have excelled and led from the leadership and institutions of the ATI Padang Polytechnic. Improving the work environment both physically in terms of equipment used to support work or operations used to support work or operations at the ATI Padang Polytechnic still has a lot to consider to be repaired and enlarged and non-physical to make it even better. Suggestions for further research are expected to be able to develop the research model for the better, it is suggested for the next researcher to be able to add other variables that can explain more deeply about job satisfaction factors such as competence, workload, compensation and others, conduct research on objects other than That. lecturers (educational staff, employees and others) and can expand research objects other than educational institutions (universities) such as private organizations, banking, hotels and others.

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