

Analysis of Employee Work Performance through Job Promotion, Work Environment and Employee Satisfaction in Sales Divisions in Automotive Companies



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ABSTRACT: This study aims to determine whether there is an influence of job promotion, work environment, and employee job satisfaction on the work performance of employees in the sales division of PT Arista Arya Abadi. Using the non-probability sampling method and purposive sampling technique. The questionnaire was distributed online and managed to obtain a sample of 54 respondents. The data that has been collected will be analyzed using SmartPLS. The results of this study indicate that job promotion, work environment, and employee job satisfaction on work performance have a positive and significant influence on the work performance of employees in the sales division of PT Arista Karya Abadi.

KEYWORDS: Job Promotion, Work Environment, Employee Satisfaction, Performance, Motivation.

I. INTRODUCTION

Organizational life can be interpreted as the involvement of several people who are related to each other who work together to achieve goals that have been set together. The goals of an organization can be achieved through employee work performance which is the result of work based on work standards that have been determined and agreed upon by the organization. Employee work performance is a benchmark for business continuity in an organization. Therefore, in the field of human resource management, research related to employee work performance and factors that can improve employee work performance is often studied to achieve organizational goals (Imran, et al., 2020; Katou, 2022). Every individual who works for an organization is considered part of human resources. Human resources are also referred to as personnel, labor, workers, employees who function as the driving force of the organization to survive (Segoro, 2018).

This statement is in accordance with the phenomenon that occurred at the Pt Arista Karya Abadi Car Dealer, which seeks organizational goals by optimizing employee performance. One of the factors that can help employees improve their performance is by providing awards in the form of job promotions that are considered capable of carrying out tasks in accordance with higher positions. Employees who have good performance certainly expect a higher position or reward. The job promotion scheme in the Sales division at the PT Arista Karya Abadi dealer is that with increasing sales figures generated by employees, they will get additional salary and be promoted to the Supervisor position. However, in the past year, there has been no increase in supervisors at the Pt. Arista Karya Abadi Dealer along with the achievements made by employees. Hyundai Arista is one of the automotive brands under the auspices of the Arista Group. Arista Group is a national company that started a business in the automotive industry in 2003 as an official automotive dealer by providing services ranging from sales to vehicle service. Arista itself has the meaning of "Best and Most Trusted" which can be described as "we always give the best, we are a trusted partner" Several studies have revealed that the promotion process carried out in several companies is not fair. Male employees get lower job promotion offers than female employees (Russen et al., 2020). At least the opportunity for women to get a job promotion is 71% (Bureau of Labor Statistics, 2020). This shows that out of ten managerial positions, seven will be given to women and the remaining three will be given to men. Injustice in terms of job promotion is because women need more accommodation for the benefit of the company.

The existence of job promotions given to employees can actually benefit the company in the long term. With a clear job promotion process, a real career path, structured tasks can improve performance and provide material benefits to the company (Amah & Oyetuunde, 2019). Job promotions are given to employees by considering work standards as a minimum reference for

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assessment that has been mutually agreed upon (Siswanto, 2020). Therefore, promotion can also be stated as a form of appreciation for employees who have shown work ethic (Dhamija, et al., 2019).

Another external factor that can improve employee work performance is the work environment. There is also a problem regarding the work environment at PT. Arista Karya Abadi, for example, each employee competes to increase sales to show their abilities, indirectly they are ready to compete with each other. Indirectly, when employees think that the environment where they work is good and pleasant, it can also affect how employees work (Shaikh, 2022). The work environment is not only a place where employees work physically, but also involves the emotional aspects that are around them that can increase commitment, productivity, which can help the company achieve its goals (Akinwale & George, 2020). The work environment in detail can also be described as working conditions, employee rights, employee opinions, job security, cooperation between colleagues, and supervisors who are able to provide clear direction to their employees (Akinwale, 2019). In addition to external factors, there are internal factors that are thought to influence employee work performance. One of the internal factors studied in this study is employee satisfaction (Dinc, et al., 2018). Researchers Previous studies have shown that employee satisfaction experienced by employees can give rise to positive behaviors in employees (Mohd Nasurdin, et al., 2019). A person's feelings towards their work are shown by the employee's positive attitude towards their work and all the difficulties they face while working (Rivaldo., et al., 2020). The positive behavior shown by employees indirectly also shows the level of welfare and dedication of employees to the company (Eliyana, et al., 2019). Based on this explanation, it can be seen that the study entitled "The Effect of Job Promotion, Work Environment, and Employee Satisfaction on the Work Performance of Sales Division Employees in Automotive Companies" needs to be conducted.

II. LITERATURE REVIEW

The theory underlying this research is Edwin Locke's theory in 1978, namely Goal setting theory which describes the relationship between the targets set and the results of work. The essence of this theory is that individuals who are aware of the goals (what the organization wants from them) will influence the way they work. This theory also states that a person's actions are influenced by the ideas (thoughts) and desires of the individual. If individuals receive clear information to achieve goals, it will affect the actions and consequences of work performance. This theory also states that setting challenging and measurable goals will be able to improve performance, along with abilities and skills. Goal setting functions as a motivational process because it can create a difference between current performance and desired performance. For example, Sales Marketing can be seen with current performance lower than the goals that have been set, then the gap between them can be seen and this becomes a motivator for him. One of the characteristics of goal setting theory is the level of difficulty inherent in a goal. When the level of difficulty is different, the individual's motivation to achieve it also varies. Goals that are easy to achieve tend to make individuals feel that their achievements are commonplace, which reduces their enthusiasm for improving their abilities and innovating. On the other hand, when faced with a very challenging but still within reach goal, individuals will usually focus more quickly on finding ways to achieve it, so they will have a stronger drive than when faced with simpler goals. This process can be a tool for increasing individual creativity and achieving what is desired (Ginting et al, 2017).

A. Job Promotion

Job promotion is a set of principles adopted by companies in an effort to maintain organizational sustainability while maintaining profits in the company (Siswanto, 2020). In simple terms, job promotion can also be explained as the transfer of an employee's position from their current position to a higher position with a higher income, as well as higher responsibilities at the organizational level (Lestari, et al., 2023). In line with that, promotion can also be stated as a form of appreciation given by the company to someone for the efforts made to achieve the goals of an organization (Dhamija, et al., 2019).

Based on the explanations of several previous researchers, it can be concluded that job promotion is a transfer of position to a higher position, with a higher income, and higher responsibility at the organizational level as a form of appreciation given by the company for the achievements of the employee.

1. Job Promotion Indicators

In an effort to provide job promotions to employees, each company certainly has various different considerations related to the indicators reviewed. Yubu, et al (2023) explained that job promotion has the following indicators:

- a. Discipline. Every employee has duties and regulations that must be fulfilled and obeyed both in writing and in the organizational culture.
- b. Work performance. The ability of employees to achieve work results that meet the agreed work standards.

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- c. Cooperation. The ability of employees to foster working relationships between employees horizontally and vertically that help achieve organizational goals.
- d. Leadership. A person's ability to provide motivation and provide coaching to coworkers so that they can work effectively and efficiently.

2. Purpose of Job Promotion

Job promotions are determined by a company and have their own goals. Setyawati, et al (2022) explain that the purpose of job promotion is as follows:

- a. To develop the abilities of employees. With the job promotion determined by the company, employees can build their abilities.
- b. To bring out the potential of employees. Sometimes employees do not know their potential.
- c. To increase the growth of positive work. With job promotions, it will create enthusiasm and passion to grow and develop positively.
- d. To help eliminate employee performance that does not meet work standards.

3. Benefits of Job Promotion

Job promotion also has benefits for both the company and the employee. The explanation of job promotion can be described based on the theory expressed by Setyawati, et al (2022) below:

- a. Increase employee motivation to further develop themselves and their abilities
- b. Increase a sense of concern for the environment and organizational culture.
- c. Reduce the anxiety felt by employees due to lack of attention from the company
- d. Reduce employee turnover intention
- e. Open up employment opportunities, due to employee promotions or job transfers
- f. Maximize the use of knowledge, abilities, and skills possessed by employees.

In a study conducted on employees at one company. Shows that job promotion can improve employee work performance (Kristiansen & Yusuf, 2022). Similar results were also obtained in a study conducted on 468 employees at one company at Bank Mayapada, Sudirman Jakarta. The study shows that job promotion has a significant effect on employee work performance (Samantha & Adiputra, 2023). In a study conducted by Damayanti (2024) on 41 employees of PT. Angkasa Pura II, it showed that the results of the analysis of job promotion variables on employee work performance had a positive effect and had a high influence.

B. Work Environment

The work environment can be defined as all aspects, both physical and emotional, that exist around the workplace that trigger commitment and increase productivity (Akinwale & George, 2020). The work environment is a condition in the workplace that can increase productivity or decrease productivity (Anasi, 2020). The work environment can also mean everything around the employee that can influence the employee in carrying out the tasks given.

Based on the explanation of the definition above, it can be concluded that the work environment is a physical and emotional aspect related to the place where employees work that can influence them in carrying out the tasks given.

1. Dimensions of the Work Environment

According to Ramli (2019), the work environment can be developed into several dimensions that can be described as follows;

- a. Dimension of top management that requires respect,
- b. Dimension of comfort and security felt by employees,
- c. Dimension of relationships with coworkers.

According to Sedarmayanti (2017, in Damayanti, 2024), the quality of the work environment greatly influences the efficiency of the work system. An unsupportive work environment can hinder employee productivity because they have to spend more effort and time to complete tasks. This statement is different from the theory expressed by Anugrah & Abdurrahman (2019) which states that the dimensions of the work environment are physical dimensions and non-physical dimensions. Both can be described as follows:

- a. Physical Dimension.

The physical dimension of the work environment is a dimension that examines the condition of the environment where a person works. The physical dimension can be measured through five indicators, namely lighting, air circulation, noise, color, and humidity.

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b. Non-Physical Dimension.

The non-physical dimensions of the work environment are dimensions that review everything that employees feel while working in that environment, such as harmonious relationships, opportunities for advancement, and a sense of security at work.

In a study conducted by Andry & Adiputra (2020) on 40 respondents working at PT. Henry Union in Jakarta showed that the work environment has a positive and significant effect on employee work performance. A similar study was also conducted by Habeahan (2022) on 100 employees at PT. PT ARISTA KARYA ABADI, through this study it can be seen that the work environment affects employee work performance. Chandra & Masman (2020) also conducted a similar study on 79 employees of PT. Klasik Distribusi Indonesia. This study shows a positive and significant effect of work environment variables on employee work performance.

C. Employee Satisfaction

Employee satisfaction is a positive emotion from employees that comes from work experience or assessment of work results (De Clercq, et al., 2019). Other studies add that job satisfaction is not only limited to positive emotions felt by employees but also negative emotions resulting from a person's evaluation of the work they do (Asbari, et al., 2020). It is also explained that job satisfaction is a complex construct consisting of several dimensions and their implications which are generally assimilated with how individuals assess the company where they work (Nemteanu & Dabija, 2020). According to (Islami, et al., 2024), if the company pays attention to the career system, provides fair salaries, and builds good relationships between employees, employees will feel safe and comfortable when working.

Based on the explanations of several previous researchers, it can be concluded that employee satisfaction is a positive and negative feeling resulting from an assessment or self-evaluation of the work and the company where they work.

1. Factors Affecting Job Satisfaction

According to Purnawarman (2023), job satisfaction can be influenced by several things that can be explained as below:

- a. Age. Job satisfaction is closely related to the age of the employee. The age of employees between 25 and 45 years is the age where job satisfaction increases. However, when the age reaches 50 years, job satisfaction tends to decrease.
- b. Financial and social security. In work, financial and social security are needed. When work is able to fulfill the financial and social security of its workers, job satisfaction will tend to increase.
- c. Quality of supervision. The relationship between employees and leaders plays a very important role in increasing job satisfaction.

However, previous research (Robbins, 2015) briefly stated that job satisfaction can be influenced by the following five factors:

- a. The job
- b. Salary
- c. Supervision
- d. Coworkers
- e. Overall

According to Alessandri & Luthans (2018), job satisfaction is closely related to several things, including:

- a. Job satisfaction is a subjective feeling that is difficult to measure with certainty, because it is related to emotions and individual reactions to the work environment.
- b. Employees will feel satisfied if their work results are in accordance with what they expect.
- c. Job satisfaction is influenced by various factors, for example the type of work done, opportunities for promotion, salary, leadership style, and work relationships.

Research conducted by Fauziek & Yanuar (2021) shows that employee satisfaction can improve employee work performance. Similar research results were also carried out in research conducted by Hajiali, et al. (2022) which stated show that employee satisfaction cannot improve employee work performance. Nasuridin, et al. (2020) conducted a similar study using 639 hospital employees in Malaysia. The study showed that employee satisfaction can improve employee work performance. Quantitative research conducted by Islami, et al. (2024) through 165 respondents showed that job satisfaction has an effect on employee work performance.

D. Work Performance

Work performance can be defined as things related to the tasks given to employees and how the employees complete the tasks (Shaikh, 2023). Employee work performance is the result of the inspiration possessed by each employee that comes from themselves such as self-potential, intellectual abilities, and resources used to complete the task (Donley, 2021). Employee work

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performance can also be explained as the results of work both in terms of quantity and quality that can be achieved by someone in carrying out a task (Arbyan & Riyanto, 2021). Work performance assessment is an activity of a management to measure how well an employee works and achieves the targets that have been set. The results of this assessment will be the basis for making decisions regarding employee career development, such as promotions or training. Good performance cannot be separated from the support and proper direction from management (Goedurov, 2020).

Based on the explanations of several previous researchers, it can be concluded that employee work performance is the result of work in terms of quantity and quality given to the employee which is influenced by self-potential, intellectual abilities, and resources used in completing the task.

E. Thinking Framework and Hypotheses

A job promotion is a transfer of position to a higher position, with a higher income, and higher responsibility at the organizational level as a form of appreciation given by the company for the achievements of the employee. The higher the promotion that will be given to the employee, the higher the work performance that will be shown by the employee.

The work environment is a physical and emotional aspect related to the place where the employee works that can influence the performance of the tasks given. The more positive the work environment felt by the employees, the higher the level of work performance produced.

Employee satisfaction is a positive and negative feeling resulting from self-assessment or evaluation of the work and the company where they work. The higher the level of job satisfaction owned by the employees, the higher the work performance that will be produced.

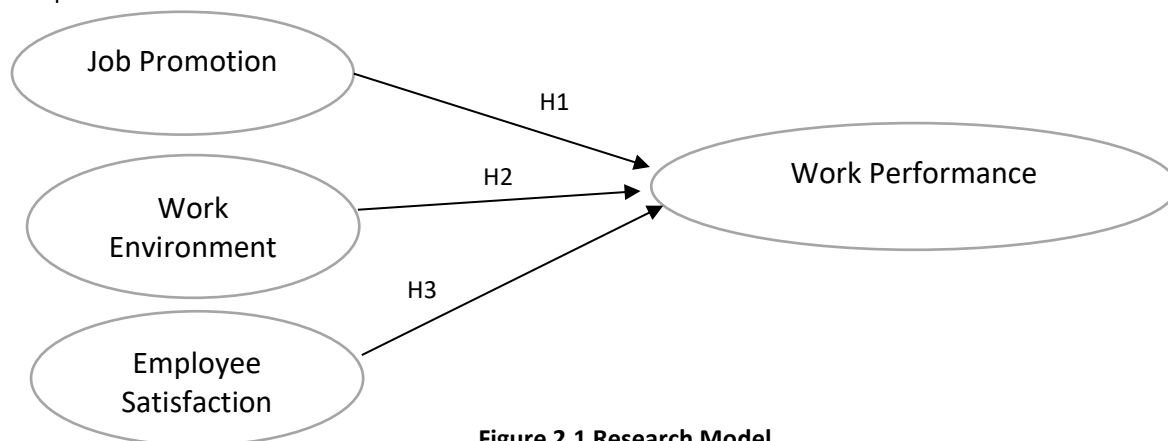


Figure 2.1 Research Model

Hypotheses:

- H1: Job promotion has a positive and significant effect on employee work performance
- H2: Work environment has a positive and significant effect on employee work performance
- H3: Employee satisfaction has a positive and significant effect on employee work performance

III. METHOD

The study uses a quantitative approach to test and prove the hypothesis by conducting a series of tests, data will be distributed through social media using google form. The quantitative approach is a study in which the type of data processed is in the form of numbers obtained from the results of collecting data through questionnaires that have been distributed previously (Sekaran & Yon, 2006).

The sample collection technique used is non-probability sampling with a purposive sampling technique where only a few members of the population can be samples because researchers have respondent criteria. According to Sekaran & Bougie (2016) the ideal sample size is 30 to 500 respondents. Determination of the number of samples is based on the total number of sales division employees at the PT. Arista Karya Abadi Dealer, namely 54 respondents.

A. Operational Variables and Instruments

The following explains the types of variables, variable indicators, scales, and references used in making operational variables. In this study, exogenous variables use job promotion, work environment, and employee satisfaction (X) variables. The endogenous variable in this study is employee work performance (Y). The instrument is a tool used by researchers to collect data and information needed to solve existing problems. The instrument used by researchers in data collection is a Google Form

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questionnaire. The distribution of questionnaires was carried out online via social media such as Line and WhatsApp and Instagram and in accordance with the criteria of the research sample, namely employees of PT Arista Karya Abadi who work in the Sales division.

Then here is the operationalization of the variables used in this study:

1. Job Promotion

Job promotion is a transfer of position to a higher position, with higher income, and higher responsibility at the organizational level as a form of appreciation given by the company for the achievements of the employee.

Table 3.1 Operationalization of Job Promotion Variables

Variable	Indicator	code	Scale
Job Promotion	The company has a series of regulations that must be followed in the job promotion process.	X1.1	Interval
	The job promotion process is fair	X1.2	
	I am satisfied with the promotion process in this company	X1.3	
	Employees involved in the promotion process have fairness and honesty that are always applied in their daily work life	X1.4	
	My company provides benefits in career advancement	X1.5	
	Job promotions are based on work performance	X1.6	
	In my workplace there is an opportunity for job promotion	X1.7	
	Job promotions in this place are based on the experience and knowledge of employees	X1.8	
	Job promotions are carried out routinely and periodically	X1.9	

Source: Samantha & Adiputra (2023)

2. Work Environment

The work environment is a physical and emotional aspect related to the place where employees work that can influence them in carrying out the tasks given.

Table 3.2 Operationalization of Work Environment Variables

Variable	Indicators	code	Scale
Work Environment	The attitude shown by the supervisor shows that I am a valuable asset in this company	X2.1	Interval
	The work scheme can give me ideas to contribute positively and uniquely to this company	X2.2	
	The work environment in this company makes me feel satisfied	X2.3	
	I can relate and communicate easily with my colleagues	X2.4	
	I believe that the skills I have can bring me to the positive things that I will get in this company	X2.5	

: Anasi (2020)

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3. Employee Satisfaction

Employee satisfaction is a positive and negative feeling resulting from self-assessment or evaluation of the work and company where he works.

Table 3.3 Operationalization of Employee Satisfaction Variables

Variabel	Indicators	code	Scale
Employee Satisfaction	I am satisfied with my current job	X3.1	Interval
	Every day I feel enthusiastic in carrying out my work	X3.2	
	I feel that my tasks and work are never-ending	X3.3	
	I can enjoy my work	X3.4	
	I tend to feel that my work is not enjoyable	X3.5	

Source: Sinval & Maroco (2020)

4. Employee Work Performance

Employee work performance is the result of work in terms of quantity and quality given to the employee which is influenced by self-potential, intellectual ability, and resources used in completing the task.

Table 3.4 Operationalization of Employee Work Performance Variables

Variable	Indicators	code	Scale
Employee Work Performance	Work results are in accordance with work standards and work procedures	Y1	Interval
	I am able to achieve maximum work quality by utilizing existing facilities	Y2	
	The work results I produce can be accounted for	Y3	
	I am able to solve problems that arise efficiently	Y4	
	I can work together with coworkers	Y5	

Source: Samantha & Adiputra (2023)

B. Data Analysis

This study uses smartPLS software using structural equation model (SEM) data analysis techniques consisting of two types of analysis, namely the outer model consisting of validity & reliability and the inner model & outer model in the data analysis section. Outer model testing is applied to ensure that the measurements used in a study are valid and reliable.

1. Validity Test

Validity according to Sekaran & Bougie (2016) is a test of how well a measurement instrument measures what should be measured. Validity analysis using SEM techniques is divided into convergent validity & discriminant validity.

a. Convergent validity

Convergent validity according to Hair, Sarstedt, Hopkins, and Kuppelwieser (2011) is considered valid if the AVE (average variance extracted) value is more than 0.50 (> 0.50) and the loading factor is also greater than 0.70 (> 0.70). Convergent validity can occur if the scores obtained from different instruments used to measure the same construct produce a high correlation.

Table 3.5 AVE Test Results (Average Variance Extracted)

Variables	Average Variance Extracted
Employee Satisfaction	0,607
Work Environment	0,612
Employee Job Performance	0,691
Job Promotion	0,650

Source: Olahan Data SmartPLS

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Based on the AVE test written in table 3.5, it can be seen that each variable used in this study has a criterion of more than 0.5.

Table 3.6 Outer Loading Test Results

Code	Employee Satisfaction Code (X2)	Work Environment (X2)	Employee Performance (Y)	Job Promotion (X1) (X1)
X2.1				0.901
X2.2				0.711
X2.3				0.822
X2.4				0.765
X2.5				0.821
X1.1		0.818		
X1.2		0.688		
X1.3		0.865		
X1.4		0.808		
X1.5		0.782		
X1.6		0.789		
X1.7		0.744		
X1.8		0.773		
X1.9		0.762		
X3.1	0.725			
X3.2	0.716			
X3.3	0.759			
X3.4	0.864			
X3.5	0.821			
Y1			0.862	
Y2			0.724	
Y3			0.789	
Y4			0.893	
Y5			0.876	

Source: SmartPLS result

Based on the results of the outer loading test in table 3.6, all variables in this study meet the requirements for convergent validity because the value of the outer loading has a criterion of >0.5 although there are still indicators <0.7 , namely on X1.2, but the limit of the outer loading value >0.5 can still be accepted as long as the validity and reliability meet the requirements.

a. Discriminant Validity

Discriminant validity according to Sekaran & Bougie (2016) is measured from the approach of proving the difference between each concept in each model with other variables. Measurement of discriminant validity uses the value of cross loading and Fornell-larcker Croterion. Several requirements to state that discriminant validity is good for use, the resulting value must be less than 0.9.

Table 3.7 Results of Fornell-Larcker Criterion Analysis

	JP	WE	ES	EP
Job Promotion	0.818			
Work Environment	0.614	0.756		
Employee Satisfaction	0.653	0.701	0.793	
Employee Performance	0.667	0.649	0.741	0.854

Source: SmartPLS Data Processing Results

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Based on table 3.7, the results of the Fornel-Larcker Criterion analysis test show that the variables of employee satisfaction, work environment, employee work performance, and job promotion are considered valid because the value of each indicator is greater than that in the relevant row and column.

Table 3.8 Cross-Loading Analysis Results

Variabel	Job Promotion Variables (X1)	Work Environment (X2)	Kepuasan Employee Satisfaction (X3)	Employee Work Performance (Y)
X1.1	0.818	0.705	0.744	0.735
X1.2	0.688	0.647	0.572	0.654
X1.3	0.865	0.822	0.805	0.841
X1.4	0.808	0.738	0.798	0.793
X1.5	0.782	0.705	0.788	0.806
X1.6	0.789	0.705	0.749	0.730
X1.7	0.744	0.694	0.565	0.672
X1.8	0.773	0.657	0.583	0.708
X1.9	0.762	0.714	0.660	0.744
X2.1	0.841	0.901	0.769	0.868
X2.2	0.712	0.711	0.631	0.678
X2.3	0.704	0.822	0.736	0.763
X2.4	0.685	0.765	0.751	0.755
X2.5	0.716	0.821	0.746	0.723
X3.1	0.576	0.601	0.725	0.613
X3.2	0.564	0.589	0.716	0.620
X3.3	0.707	0.721	0.759	0.724
X3.4	0.849	0.805	0.864	0.830
X3.5	0.753	0.768	0.821	0.774
Y1.1	0.822	0.845	0.781	0.862
Y1.2	0.667	0.650	0.659	0.724
Y1.3	0.774	0.705	0.749	0.789
Y1.4	0.863	0.858	0.815	0.893
Y1.5	0.822	0.839	0.817	0.876

Source: SmartPLS Data Processing Results

Based on Table 3.8, it shows that all indicators are declared valid based on the cross-loading value. This is proven by each value between the variable and its own indicator is the largest compared to the cross-loading value between the variable and other indicators

b. Reliability Test

Reliability test according to Sekaran & Bougie (2016) is a reliability test that aims to determine how consistently an instrument can measure what is being measured. This study uses the Cronbach's alpha and composite reliability approaches in analyzing the reliability of values between >0.6 which are still accepted in further research. Reliability test according to Hair, et al (2017) Cronbach's alpha 0.800-1.0 is good, 0.600-0.799 is accepted, <0.600 is bad.

Table 3.9 Composite Reliability and Cronbach's Alpha Test Results

Variables	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
Employee Satisfaction	0.849	0.837
Work Environment	0.871	0.863
Employee Job Performance	0.895	0.886
Job Promotion	0.923	0.920

Source: SmartPLS Data Processing Results

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Based on Table 3.9, it can be seen that the composite reliability value obtained for the variables of employee satisfaction, work environment, employee work performance, and job promotion has a value greater than 0.7 so that the data used in this study can be declared reliable. The results of the Cronbach's Alpha test also show that the variables of job promotion, work environment, employee satisfaction, and employee work performance have a value of 0.8-1.0 and are declared good.

2. Inner model testing

Inner model testing is applied to determine the relationship between exogenous & endogenous which consists of the determination coefficient test (R^2), prediction relevance (Q^2), path analysis, & effect size (F^2).

a. Determination Coefficient (R^2)

The determination coefficient or R^2 according to Hair, et al (2019) can explain the influence of exogenous variables on endogenous variables. This effect ranges from 0 to 1, and 1 represents complete prediction accuracy. The determinant coefficient value is divided into 3 parts, namely; 0.75, 0.50, and 0.25, each explaining the level of large, medium, or small.

b. Prediction Relevance (Q^2)

Hair, et al (2011)'s prediction relevance test functions to measure how good the observation value and variable parameter estimates are. Predictive relevance or commonly called Q^2 can be said to be good if it has a value greater than 0 (> 0).

c. Path Analysis

Path coefficients according to Hair, et al (2019) have values ranging from -1 to +1, where +1 means that the variables used in the study have a positive relationship and -1 indicates a negative variable relationship.

d. Hypothesis Testing (p-value)

A significant hypothesis according to Hair, et al (2019) can be seen from the assessment of the parameter coefficient and the significance of the p-value in the bootstrapping algorithm. The number of p-values must be less than 0.05 (< 0.05). According to Hair, et al (2014) in hypothesis testing, a test is also needed to test the relationship between exogenous and endogenous variables through bootstrapping. This test is seen from the value of the results on the t-statistic greater than 1.96 (> 1.96) it can be concluded that the hypothesis test is accepted and significant, if below 1.96 then it is rejected and not significant and the p-value must be less than 0.50 (< 0.5)

e. Effect Size (F^2)

According to Hair, et al (2014) effect size is determined through the model value which is divided into three categories, namely; 0.02 which indicates a small model effect, 0.15 indicates a medium model effect, and 0.35 indicates a large model effect. Hypotheses H1 to H3 can be supported if the path coefficients have values ranging from -1 to +1 and the value contained in the p-value is less than 0.05 (< 0.05).

IV. RESULT

In this discussion, the results of the data analysis that has been done previously using the Smart PLS program will be explained. The method used in the program is Partial Least Square, which also measures the inner model that shows that exogenous and endogenous variables influence each other. In this discussion, the researcher will discuss R Square, Predictive Relevance, Effect Size, and Hypothesis Testing.

A. Results of the Determination Coefficient Test (R Square)

The R square test is carried out to determine how far the ability of exogenous variables to explain the variation of endogenous variables.

Table 4.1 Results of the Determination Coefficient Test

Variable	<i>R-square</i>	Description
Employee Job Performance	0,948	High

Source: SmartPLS Data Processing Results

Through the results of the determination coefficient analysis above, the researcher found that the value obtained for the work performance variable was 0.948. The results obtained by R Square explain that 94.8% of employee work performance at the PT. Arista Karya Abadi Dealer can be explained by exogenous variables used in this study such as job promotion, work environment, and job satisfaction. In other words, the other 5.2% can be explained by other variables that were not studied.

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B. Predictive Relevance Test Results (Q2)

Predictive Relevance testing is useful for measuring the degree of observation and estimated parameter values that can be produced by variables. The decision-making guidelines used in reviewing the results of the Predictive Relevance Test (Q2) are greater than 0 (> 0).

Table 4.2 Predictive Relevance Test Results

Variable	Q-square	Description
Employee Job Performance	0,642	Has a high predictive relevance value

Source: SmartPLS Data Processing Results

Through table 4.2 which has been described above, it can be seen that the value produced in the study meets the criteria and is relevant because it has a predictive relevance value because it is more than 0, namely 0.642

C. Effect Size Test Results (f2)

The f2 (effect size) analysis is used to see the degree of influence given by the exogenous construct to the endogenous. The following is a description of the effect size analysis.

Table 4.3 Effect Size Analysis Results

Exogenous Variables	f ²	Description
Employee Satisfaction	0,104	Medium
Work Environment	0,595	Large
Job Promotion	0,307	Large

Source: SmartPLS Data Processing Results

In table 4.3 above, the f2 value on the employee satisfaction variable is 0.104, which means it has a moderate influence. The f2 value on the work environment variable is included in the large category because it only gets a value of 0.595, followed by job promotion which gets a value of 0.307.

D. Path Coefficients Test Results

The path coefficient is used to review the relationship between variables contained in a study. The resulting value has a range between -1 and +1. A value of +1 indicates that the variable has a positive influence while -1 indicates a negative influence.

Table 4.4 Path Coefficient Test Results

Exogenous Variables	Business Success
Employee Satisfaction	0,168
Work Environment	0,469
Job Promotion	0,346

Source: SmartPLS Data Processing Results

Through table 4.4 above, it can be seen that the values generated by the variables of employee satisfaction, work environment, and job promotion show a positive influence. With the values generated by each variable of 0.168, 0.469, and 0.346.

E. Hypothesis Test Results

In this sub-discussion, the researcher will explain the results of the hypothesis analysis. A hypothesis is declared valid if the results obtained by the p-value are less than 0.05, and the results obtained by the t-statistic are greater than 1.96. With these decision-making guidelines, researchers can provide conclusions on each hypothesis that has been formulated previously.

Table 4.5 Hypothesis Test Results

Variabel	t-Statistic	P-Value	Hypothesis
Employee Satisfaction → Job Performance	2,026	0,043	Not Rejected
Work Environment → Job Performance	4,156	0,000	Not Rejected
Job Promotion → Job Performance	3,724	0,000	Not Rejected

Source: SmartPLS Data Processing Results

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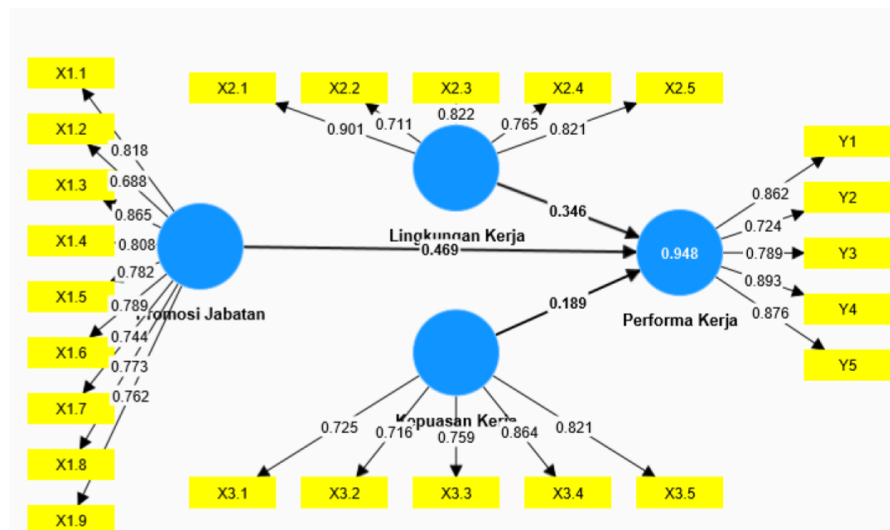


Figure 4.1 Bootstrapping Test Results

1. First Hypothesis Test

H1: Job promotion has a positive and significant effect on employee work performance

Based on the results of the first hypothesis test, it can be seen that job promotion has a positive and significant effect on employee work performance. Based on table 4.11, the p-value is 0.000 (less than 0.05) and the t-statistic value obtained is 3.724 (greater than 1.96).

2. Second Hypothesis Test

H2: Work Environment has a positive and significant effect on employee work performance

Based on the results of the second hypothesis test, it can be seen that the employee work environment has a positive and significant effect on work performance. Based on table 4.11, the p-value is 0.000 (less than 0.05) and the t-statistic value obtained is 4.156 (greater than 1.96).

3. Third Hypothesis Test

H3: Employee Satisfaction has a positive and significant effect on employee work performance

Based on the results of the second hypothesis test, it can be seen that employee job satisfaction has a positive and significant effect on work performance. Based on table 4.11, the p-value is 0.043 (less than 0.05) and the t-statistic value obtained is 2.026 (greater than 1.96).

V. DISCUSSION

This study was conducted to review the influence of job promotion, work environment, and job satisfaction on employees of the Sales Dealer Division of PT. Arista Karya Abadi. In this study, all employees in the Sales Division were used as respondents in this study by filling out a questionnaire that was distributed online via the WhatsApp group.

In testing data analysis, researchers used the SmartPLS program with the SEM analysis method, which in the analysis process was divided into two stages of analysis, namely the outer model and the inner model. Outer model testing, data will go through a validity test that is seen based on the results obtained in convergent validity and discriminant validity which states that the validity test of this study is stated in accordance with the criteria. Not only validity testing, but in the outer model test, a reliability test is also carried out. The reliability test uses the Composite Reliance test which shows that all indicators of exogenous and endogenous variables meet the criteria and are reliable. After testing the outer model, the inner model test is then carried out.

Through the results of the determination coefficient analysis above, the researcher found that the value obtained for the work performance variable was 0.948. The results obtained by R Square explain that 94.8% of employee work performance at the PT. Arista Karya Abadi Dealer can be explained by exogenous variables used in this study such as job promotion, work environment, and job satisfaction. In other words, the other 5.2% can be explained by other variables that are not studied. For the results of the Predictive Relevance (Q²) test, the value produced in the study meets the criteria and is relevant because it has a value of 0.642. The f² value on the employee satisfaction variable is 0.104, which means it has a moderate influence. The f² value on the work environment variable is included in the large category because it only gets a value of 0.595, followed by job promotion which gets

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a value of 0.307. Based on the results of the first hypothesis test, it can be seen that job promotion has a positive and significant influence on employee work performance. Based on table 4.11, it is known that the p-value is 0.000 (less than 0.05) and the t-statistic value obtained is 3.724 (greater than 1.96). Similar results were also obtained in a study conducted on 468 employees at a company at Bank Mayapada, Sudirman Jakarta. The study showed that job promotion has a significant influence on employee work performance (Samantha & Adiputra, 2023). With job promotions for employees who have achievements in accordance with the Company's targets or high achievements, it is hoped that the Company will increase the position of these employees, not only positions, but also in the form of wages, rewards, and additional incentives will be a driving force to improve employee work performance.

Based on the results of the second hypothesis test, it can be seen that the employee work environment has a positive and significant influence on work performance. Based on table 4.11, the p-value is 0.000 (less than 0.05) and the t-statistic value obtained is 4.156 (greater than 1.96). These results are in line with research conducted by Andry & Adiputra (2020) on 40 respondents who work at PT. Henry Union in Jakarta showed that the work environment has a positive and significant effect on employee work performance. With a comfortable work environment in the Company, employees will feel that their workplace has a good environment, the environment is not only about comfort, but positive interactions between coworkers can increase employee productivity. Based on the results of the third hypothesis test, it can be seen that employee job satisfaction has a positive and significant influence on work performance. Based on table 4.11, the p-value is 0.043. The results of this study are in line with research conducted by Fauziek & Yanuar (2021) showing that employee satisfaction can improve employee work performance. Similar research results were also conducted in a study conducted by Hajiali, et al. (2022) which showed that employee satisfaction could not improve employee work performance. Nasurdin, et al. (2020) conducted a similar study using 639 hospital employees in Malaysia. The study showed that employee satisfaction can improve employee work performance. Employee satisfaction can be implemented such as salary increases according to the achievements achieved by employees, getting career program development, recognition of achievements to increase employee self-confidence, implementing the need for appreciation in the form of recognition of achievements, job promotions can be a satisfaction for employees.

VI. CONCLUSION AND SUGGESTIONS

Based on the results of testing, analysis, and discussions that have been described in the previous chapter, in this discussion the researcher can provide several conclusions that can be described as: Job promotions have a positive and significant effect on employee work performance, Work Environment has a positive and significant effect on employee work performance, Employee Satisfaction has a positive and significant effect on employee work performance in the Sales Dealer Division of PT. Arista Karya Abadi.

To improve employee performance, the Company needs to create a conducive work environment with harmonious relationships between employees. Giving job promotions to employees who excel is one effective way to motivate them and show appreciation for good performance. This feeling of appreciation will encourage employees to continue to provide optimal work results. It is recommended for employees to continue to improve creativity and be consistent with work performance results in order to achieve good Company performance goals. The Company CAN ALSO implement a routine work performance evaluation system. This is not only to measure achievement, but as a means to provide feedback to employees. Thus, employees will be motivated to develop.

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