

# The Effect of Job Promotion on Work Motivation and Work Engagement

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*Abstract: Promotion is a form of organizational appreciation for employees who have achievements and potential, and is believed to be able to increase motivation and work involvement. However, there have not been many studies that comprehensively examine the relationship between job promotion, job motivation, and work engagement in one complete model. This study aims to analyze the effect of job promotion on employee work motivation and work engagement. The research method used is a quantitative approach with the Partial Least Square–Structural Equation Modeling (PLS-SEM) analysis technique using SmartPLS software. The sample in this study consists of employees of a government agency who have received a promotion to a position within a certain period of time. The results of the study show that promotion has a positive and significant effect on work motivation, and work motivation significantly affects work involvement. In addition, work motivation has been shown to significantly mediate the relationship between job promotion and job engagement. These findings make a theoretical contribution in strengthening the literature on organizational behavior and provide practical implications for human resource management, especially in designing promotional policies capable of increasing work engagement through increased employee motivation.*

**Keywords:** *Job Promotion, Work Motivation, and Work Engagement.*

## I. INTRODUCTION

Correctional institutions are an important part of the justice system that is responsible for carrying out the process of coaching and rehabilitating prisoners. The success of this function is highly dependent on the quality of human resources, especially correctional officers who face inmates directly in stressful conditions. In managing these officers, promotion is one of the strategic tools used to increase work motivation and officers' involvement in the implementation of their duties. Job promotions provide an appreciation of the officer's performance and offer the opportunity to expand responsibilities and skills, which can ultimately drive productivity and work commitment. (Hermawati et al., 2023). However, in the context of a correctional institution that is full of challenges, promotion is not only a matter of awards, but also has an important role in creating a conducive work environment for the development of inmates.

Promotion of positions in correctional institutions can have a significant impact on work motivation (Raharja et al., 2022). Promoted officers feel recognized for their contributions, so they are motivated to improve performance and complete more demanding tasks with full responsibility. This motivation is important because correctional officers face high job risks, ranging from security threats to mental stress in dealing with inmates with diverse criminal backgrounds. Increased motivation not only helps officers to be more focused and productive, but also creates a more harmonious and professional work atmosphere. However, if the promotion is done without fairness or transparency, motivation can be eroded and lead to frustration, which can potentially hinder overall performance (Ruktipriangga et al., 2022). In addition to influencing motivation, promotion also has a direct impact on the work involvement of correctional officers (Lambert et al., 2022). Work engagement refers to how much an employee is emotionally and psychologically committed to his or her work. In a stressful environment such as prisons, a high level of involvement is needed so that officers can maintain integrity and discipline in carrying out their duties. Promotion can increase this involvement by providing opportunities for officers to contribute more to prison operations, both through security supervision and in inmate development programs. Thus, high work involvement is an important indicator in maintaining operational stability and safety in correctional institutions.

However, the promotion policy in correctional institutions is not free from challenges. One of the main challenges is maintaining fairness and transparency in the promotion process, which is often influenced by internal politics or subjective judgment. If the officer feels that the promotion is not based on performance or meritocracy, this can lead to dissatisfaction that leads to decreased work engagement. Such dissatisfaction can trigger bigger problems such as declining morale, withdrawal from work, and even potential conflicts in the

work environment. Therefore, transparency and fairness in promotion are essential to maintain a balance of motivation and involvement of correctional officers (Goparaju & Kumar, 2024). Overall, promotion in prisons has the potential to be an effective instrument in increasing motivation and work involvement if carried out with the principles of justice, transparency, and adequate support for promoted officers (Raharja et al., 2022; Syamilah et al., 2024). Promotion is not only a tool to increase productivity, but it is also a means to build leadership capacity and encourage innovation in a highly dynamic and challenging environment (Antonova & Pavlina Ivanova, 2023). Therefore, this research on the effect of job promotion on work motivation and work involvement is expected to contribute to the development of human resource policies in correctional institutions, thereby supporting the achievement of effective coaching and rehabilitation goals.

**II. METHOD**

This study uses a type of quantitative research with a survey approach that aims to test and analyze the causal relationship between variables that have been formulated in the hypothesis. The selection of quantitative methods is based on the need to measure variables such as promotion, and work motivation numerically, as well as analyze the influence and mediation between these variables using objective statistical techniques (Rachman et al., 2024). The survey approach was chosen to efficiently collect data from a number of respondents through structured questionnaires, which allowed researchers to obtain standardized and generalizable information. The population in this study is all employees who work in the Class I Correctional Institution of Malang. The selection of this population was carried out because the researcher wanted to understand how promotion can affect motivation and work engagement in the public sector work environment, especially in correctional institutions. The sampling technique used was saturated sampling (census), where all members of the population were used as research samples and obtained as many as 110 respondents.

**Table 1. Operational Definitions and Indicators**

The operationalization of variables and indicators is presented in Table 2.1 below.

Variable	Indicators	Explanation
Promotion of Position (X)	<ol style="list-style-type: none"> <li>1. Job skills</li> <li>2. Technology Mastery</li> <li>3. Understanding SOPs (Rahman, 2021)</li> </ol>	Job skills, mastery of technology, and understanding of SOPs are important indicators in job promotion because they reflect technical competencies that support efficiency, adaptation, and consistency of performance
	<ol style="list-style-type: none"> <li>1. Tenure</li> <li>2. Assignment Variations</li> <li>3. Career Track Record (Manurung et al., 2024)</li> </ol>	Tenure, assignment variety, and career track record are important in job promotion because they reflect an employee's experience, consistency of accomplishment, and readiness for greater responsibility.
	<ol style="list-style-type: none"> <li>1. Target Achievement</li> <li>2. Quality of work</li> <li>3. Productivity (Rahman, 2021)</li> </ol>	Achievement of targets, work quality, and productivity are key indicators of job promotion because they reflect effectiveness, consistency, and performance efficiency as the basis for assessing the feasibility of higher positions
	<ol style="list-style-type: none"> <li>1. Formal Education</li> <li>2. Training</li> <li>3. Certification (Church et al., 2021)</li> </ol>	Formal education, training, and certification are important in job promotion because they reflect professional competencies and self-development efforts that are relevant to the demands of higher positions.
Work Motivation (Y1)	<ol style="list-style-type: none"> <li>1. Job satisfaction</li> <li>2. Emotional involvement in tasks.</li> </ol>	Job satisfaction, emotional engagement, and self-drive are important indicators of work motivation because they reflect

	3. Inner drive (Herbiyanti et al., 2024)	internal factors that drive passion, commitment, and sustained performance.
	1. Incentives or rewards 2. Bonuses or benefits 3. Recognition from superiors (Azhari & Riadi, 2022)	Incentives, bonuses, and recognition from superiors are external indicators of work motivation that encourage enthusiasm, increase satisfaction, and strengthen appreciation for employee performance.
	1. Clear performance targets 2. Hope for achievement (Werdhiastutie et al., 2020)	Clear performance targets and expectations of achievement are important indicators of work motivation because they increase focus, achievement motivation, and employee satisfaction.
	1. Initiatives to learn new skills 2. Participatory in training (Billett et al., 2004)	New skills learning initiatives and participation in training reflect work motivation through employee proactivity and commitment to self-development and performance improvement.
	1. Feeling satisfied with the task 2. Positive Relationships with Co-Workers (Majid et al., 2021)	Satisfaction with tasks and positive relationships with colleagues are indicators of work motivation that support enthusiasm, collaboration, and the creation of a productive work environment.
Work Engagement	1. High morale at work 2. Interest in tasks 3. Pride in work (Abidin et al., 2021)	Indicators such as high morale, interest in tasks, and pride in work are important for work engagement variables because they reflect employee emotional attachment and commitment, which contribute to motivation, productivity, and work quality.
	1. High commitment to the company/organization 2. Motivation to contribute (Of et al., 2022)	Indicators of high commitment to the company and motivation to contribute are essential in the variables of work engagement, as they reflect the employee's dedication and responsibility to the organization's goals. This commitment shows attachment to the company's vision, mission, and values, while motivation contributes to creating a positive and productive work environment, which drives organizational progress.
	1. High focus on work 2. Full mental involvement in tasks (Abidin et al., 2021)	Indicators of high focus and full mental engagement in tasks are important for work engagement variables because they reflect employee dedication and concentration. Good focus reduces distractions and increases productivity, while mental engagement encourages

		active participation and motivation to achieve optimal outcomes.
	<ol style="list-style-type: none"> <li>Loyalty to the company</li> <li>Willingness to stay in the organization for a long time (Shangze, 2024)</li> </ol>	Indicators of loyalty and long-term willingness to endure are important for work engagement because they reflect an employee's long-term commitment to the organization. Loyalty shows attachment to the company's values and goals, while persistence supports the creation of a positive work culture that encourages enthusiasm and collaboration in achieving organizational goals.
	<ol style="list-style-type: none"> <li>Concern for the results of the work</li> <li>A sense of responsibility for the task assigned (S, 2023)</li> </ol>	Indicators of concern for work results and a sense of responsibility are important for work engagement because they reflect employee dedication and integrity. This concern shows a commitment to quality results, which contributes to team performance and creates a productive and quality work environment.

### III. RESULT AND DISCUSSION

Convergent validity measures the extent to which the indicators in a construct are highly correlated with each other and actually reflect the construct in question. This test was carried out using loading factor values and Average Variance Extracted (AVE).

**Table 2. Loading Factor**

	WORK ENGAGEMENT	WORK MOTIVATION	PROMOTION POSITION
<b>KK1</b>	<b>0,8177</b>		
<b>KK2</b>	<b>0,8425</b>		
<b>KK3</b>	<b>0,8612</b>		
<b>CD4</b>	<b>0,9080</b>		
<b>KK5</b>	<b>0,8465</b>		
<b>MK1</b>		<b>0,8327</b>	
<b>MK2</b>		<b>0,8130</b>	
<b>MK3</b>		<b>0,8912</b>	
<b>MK4</b>		<b>0,8487</b>	
<b>MK5</b>		<b>0,7825</b>	
<b>PJ1</b>			<b>0,7171</b>
<b>PJ2</b>			<b>0,7110</b>
<b>PJ3</b>			<b>0,8089</b>
<b>PJ4</b>			<b>0,7194</b>
<b>PJ5</b>			<b>0,8269</b>

Source: Smartpls ver3

Based on the results of the SEM-PLS analysis, the convergent validity of all indicators in this study was fulfilled very well. This is supported by load factor values that exceed the threshold of 0.7, which indicates a strong and significant relationship between each indicator and the construct it measures.

**Table 3. AVE Value**

	Average Variance Extracted (AVE)
<b>WORK ENGAGEMENT</b>	<b>0,7322</b>
<b>MOTIVATION KERJA_</b>	<b>0,6962</b>
<b>PROMOTION POSITION</b>	<b>0,5751</b>

Based on Table 3, it can be seen that the entire construct has an AVE value above 0.50. This shows that the three constructs in the model, namely Job Promotion, Work Motivation, and Work Engagement, have met the criteria for convergent validity. Thus, the entire construct can be said to be convergently valid and feasible for use in the analysis of subsequent structural models.

**Construct Reliability**

The reliability test aims to find out the extent to which the research instrument can provide consistent results when re-measurements are carried out. According to Hair et al., (2014), the construct is declared reliable if Cronbach's Alpha and Composite Reliability values are greater than 0.70. The results of the reliability test for each construct are shown in the following Table 4:

**Table 4. Reliability Construct Test**

	Cronbach's Alpha	Composite Reliability
<b>WORK ENGAGEMENT</b>	<b>0,9085</b>	<b>0,9318</b>
<b>MOTIVATION KERJA_</b>	<b>0,8904</b>	<b>0,9196</b>
<b>PROMOTION POSITION</b>	<b>0,8182</b>	<b>0,8707</b>

Based on the results in Table 4, it is known that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, so that all constructs in this research model can be said to be reliable.

**Goodness of fit Structural Model (Inner Model)**

Internal model testing, which involves predicting causal relationships between variables, is evaluated through determination coefficients, predictive relevance, model suitability, and path coefficients and parameters. The hypothesis is tested through a bootstrapping procedure, and the test results are presented as follows:

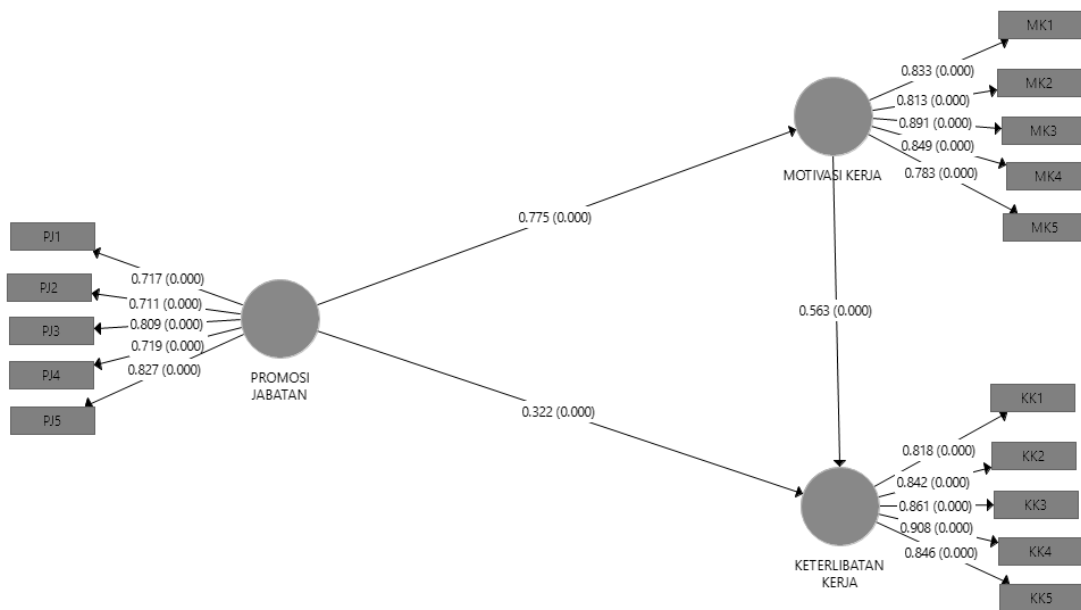


Figure 1. Path Coefficient

**R-Square**

	<b>R Square</b>
<b>WORK ENGAGEMENT</b>	0,7025
<b>WORK MOTIVATION</b>	0,6008

*Goddness of fit* The right PLS can be found from the Q2 value. The value of Q2 has the same meaning as the determination coefficient (R-Squared/R2) in regression analysis. The higher the R2, the more models can be said to match the data. A Q-Square value greater than 0 (zero) indicates that the model has *Predictive Relevance*, while a Q-Square value of less than 0 (zero) indicates that the model has no predictive relevance (Ghozali, 2014). From table 5, it can be seen that the Q2 values are as follows:

**Table 5. R-Square Value**

$$\begin{aligned}
 Q2 \text{ value} &= 1 - (1 - R21) (1-R22) \\
 &= 1-(1-7025) (1-0.6008) \\
 &= 0.88 (88\%)
 \end{aligned}$$

In this research model, the Q-squared value generated in the overall model equation is 88%, which means that the structural model has high *predictive relevance*, the model is getting better and suitable for use in predictions.

**Hypothesis Testing**

Table the path coefficients to see the results of the following T-statistics:

**Table 6. Path Coefficients**

	<b>Original Sample (O)</b>	<b>P Values</b>
<b>WORK MOTIVATION - &gt; WORK INVOLVEMENT</b>	0,5631	<b>0,0000</b>
<b>JOB PROMOTION - &gt; JOB INVOLVEMENT</b>	0,3224	<b>0,0001</b>
<b>JOB PROMOTION - &gt; WORK MOTIVATION</b>	0,7751	<b>0,0000</b>

Based on the results of the analysis, it was found that promotion had a positive and significant effect on work motivation (coefficient = 0.7751, p = 0.001), and work motivation had a positive and significant effect on work engagement (coefficient = 0.5631, p = 0.001). In addition, promotion also has a positive direct effect on work involvement (coefficient = 0.3224, p = 0.001). This indicates that work motivation partially mediates the relationship between job promotion and work engagement. In other words, job promotion can increase work engagement both directly and indirectly through increasing employee work motivation

Promotion had a positive and significant effect on job involvement with a coefficient of 0.3224 and a p-value of 0.0001 (p < 0.05). This shows that the greater the opportunity or realization of a position promotion that an employee receives, the higher their involvement in the job. Job promotions provide motivation and a sense of appreciation that encourages employees to be more active, committed, and engaged in their duties.

Promotion also has a positive and very significant influence on work motivation with a coefficient of 0.7751 and a p-value of 0.0000 (p < 0.05). This means that job promotion is very effective in increasing employee work motivation. Promotional opportunities are considered a form of recognition that strengthens the enthusiasm and desire of employees to perform better

**Discussion**

**The Effect of Job Promotion on Job Motivation**

Based on the results of the analysis conducted in this study, it was found that position promotion has a positive and significant influence on employee work motivation. A coefficient of 0.7751 with a p-value of 0.0000 shows that the more often and fairly promotions are given, the higher the work motivation felt by employees. This indicates that employees who get promotion opportunities will feel more appreciated,



recognized, and have a stronger desire to work at their best. Promotion not only improves one's position in the organizational structure, but also strengthens personal confidence and satisfaction. Therefore, promotion can be considered a form of appreciation that is able to significantly mobilize work morale (Hermawati et al., 2023; Sawaludin, 2022).

This finding is in accordance with the two-factor motivation theory put forward by Herzberg et al., (1959), which states that promotion is one of the motivating factors that can increase job satisfaction and encourage intrinsic motivation. Motivating factors such as promotion have to do with achievement, recognition, and responsibility, which ultimately motivates a person to perform at their best. When employees see an opportunity to grow through a clear career path, they tend to show higher loyalty to the organization. Thus, organizations that are able to provide objective and consistent promotional opportunities can create a more productive work environment. Promotion is not just a change of position, but also a form of self-actualization that is highly valued by employees.

This research is also strengthened by previous studies conducted by Raharja et al., (2022) and Dasilfa et al., (2022), which shows that promotion has a significant effect on increasing work motivation. Promotions that are carried out in a transparent, fair, and in accordance with employee competencies are able to increase trust in the organization and its management system. In addition, promotions provide a positive signal that the organization values the contributions and potential of its employees. This makes employees feel more emotionally attached and motivated to maintain and improve their work performance. Therefore, the right promotion management strategy will play a big role in keeping work motivation high and sustainable.

### **The Effect of Job Promotion on Job Engagement**

The results showed that job promotion had a positive and significant influence on work involvement, with a coefficient value of 0.3224 and a p-value of 0.0001. This shows that the higher the chances of promotion that employees get, the greater their level of involvement in the job. Promotions provide a sense of pride and achievement for employees, so they are encouraged to make greater contributions to the organization. When employees feel valued and recognized through promotions, they tend to be more focused, enthusiastic, and show a high commitment to their duties and responsibilities. This makes job promotion one of the important strategies in increasing work involvement in the organization.

Theoretically, these findings are in line with the concept of work engagement according to Istiqomah & Hardew, (2024), which states that individuals will be more physically, cognitively, and emotionally involved in their work when they feel that their work is meaningful and they are valued by the organization. Job promotions serve as a form of formal appreciation that strengthens the emotional bond between employees and the company. When employees are trusted to move up, they feel their value increase, which in turn fosters attachment and passion to perform at their best. In addition, promotion also fosters a sense of ownership of the organization's goals and vision. Therefore, the right promotion policy will support the creation of deeper and more sustainable work involvement.

This research is strengthened by findings from Kurniawan et al., (2020) which states that promotion contributes greatly to the increase of employee morale and involvement in their tasks. Moreover Hermawati et al., (2023) It was also found that job promotion significantly increased employee active participation in work processes and decision-making. This suggests that employees who feel they have clear career opportunities will feel more motivated to engage in every aspect of the job. Promotion provides a psychological boost in the form of confidence, belonging, and a greater sense of responsibility. Thus, promotion not only has an impact on the motivational aspect, but also directly increases the closeness of employees to work and the organization

### **The role of work motivation as a mediating variable of job promotion on work engagement**

Based on the results of the analysis, it was found that promotion had a positive and significant effect on work motivation (coefficient = 0.7751;  $p = 0.001$ ), and work motivation had a positive and significant effect on work involvement (coefficient = 0.5631;  $p = 0.001$ ). In addition, promotion also has a positive direct effect on work involvement (coefficient = 0.3224;  $p = 0.001$ ). These findings suggest that work motivation plays a role as a partial mediator in the relationship between job promotion and job engagement. This means that position promotion not only has a direct effect on work involvement, but is also able to increase indirect involvement by first increasing work motivation. This confirms that work motivation is an important pathway that connects promotion opportunities with employee engagement in work. Theoretically, these results support the hierarchy of needs theory which states that the need for reward and self-actualization is a powerful driver for individuals to engage fully in their activities (28,29). Promotion as a form of appreciation will increase employee self-esteem, which then encourages motivation to work more optimally. In this context, increased work motivation encourages higher emotional, cognitive, and physical engagement with work, as explained by Istiqomah & Hardew, (2024) in the concept of work engagement. Thus, work motivation acts as a psychological mechanism

that amplifies the impact of promotion on work engagement. Motivated employees are more likely to be more excited, have clear work goals, and feel connected to the organization more deeply.

This research is strengthened by the results of a previous study conducted by Raharja et al., (2022) which found that promotion of positions accompanied by increased motivation had a significant impact on employee work engagement. Likewise, according to Bariyah et al., (2023), work motivation becomes a key variable that bridges the relationship between organizational stimuli and individual behavioral responses. In managerial practice, it is important for organizations to not only provide promotions as a formality, but also ensure that they are truly capable of boosting employee morale. By providing promotions fairly and in accordance with performance, employee motivation will increase, which ultimately results in stronger and more consistent work engagement. Therefore, a well-managed promotion will have a double effect, namely directly increasing involvement, and indirectly through increasing work motivation.

#### IV. CONCLUSIONS

Based on the results of the analysis and discussion that has been carried out, it can be concluded that job promotion has a positive and significant influence on work motivation and employee work engagement. Promotion of positions that are given objectively and fairly is able to increase work motivation, because employees feel appreciated and recognized for their contributions. In addition, high work motivation encourages employees to be more emotionally and cognitively involved in work activities, which is reflected in increased work engagement. These results also show that work motivation plays a role as a partial mediating variable in the relationship between job promotion and work involvement. This means that job promotion not only has a direct impact on work engagement, but also has an indirect impact through increasing work motivation. Thus, promotion becomes an effective strategic instrument in building employee motivation and work involvement simultaneously.

Therefore, organizations need to take job promotion policies more seriously, not only as a form of reward, but also as a means to encourage higher engagement. Clear career opportunities, a transparent grading system, and organizational support for individual development will be key in maximizing the role of promotion in creating a motivated and engaged workforce. These findings are expected to be the basis for human resource policymaking, especially in creating a productive and sustainable work environment.

The findings of this study indicate that in government agencies, job promotion should be viewed as a strategic instrument to improve organizational performance through increased employee motivation and engagement. Therefore, it is important for agencies to formulate fair, objective, and competency-based promotion policies, and ensure that the promotion process is transparent and accountable. This will not only strengthen employee morale, but also create a more professional and participatory work culture. In addition, a briefing or training program for promoted employees can be a follow-up step to support the effectiveness of their new roles and maintain engagement in public service tasks.

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