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## The Influence of Work Environment and Career Advancement on Motivation and Its Implications on Bank Worker Performing

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**Abstract:** The purpose of this study is to examine how career advancement and the work environment affect worker motivation and how that affects performing at the Main Branch Office of Bank Jambi. This study employed a survey method together with a descriptive and quantitative methodology. The 59 workers of Bank Jambi's Central Head Office made up the population in this study, and the entire population was used as a sample (saturated sample). Questionnaires created using the indices of each variable were distributed in order to collect data, and their legitimacy and dependability were examined. In order to investigate the causal link within factors and the function of work motivation as a contributing variable, the data analysis employed PLS (partial least squares) analysis with the aid of SmartPLS software. The findings demonstrated that worker work motivation was positively and significantly impacted by career growth and the workplace. Additionally, it has been demonstrated that work motivation significantly and favorably affects worker performing. Additionally, the indirect impact test results showed that work motivation acted as a Intermediary variable within the work environment and advancement in career and worker performing. The study's conclusions show that a supportive workplace and a transparent, long-lasting career advancement program can boost worker motivation, which in turn affects productivity. In order to sustainably boost worker performing, Bank Jambi's Main Head Office is anticipated to keep bolstering its HRM policies, which are focused on enhancing the workplace and career advancement.

**Keyword:** Work Environment, Career Advancement, Work Motivation, Performing, Worker.

### INTRODUCTION

In any organization, human resources play a critical role. Every firm must hire competent and productive workers to support its objectives due to the significance of human resources (Zahari et al., 2022). Therefore, in order to guarantee the efficacy of their services, all firms must constantly enhance the caliber of their current workforce. Enhancing quality is another way for workers to concentrate on accomplishing business objectives. Therefore, in order to successfully accomplish organizational goals, qualified people are required.

Every financial institution must constantly enhance its organizational performing in order to compete in the fiercely competitive banking sector. Since workers are the primary actors in conducting business and offering services to clients, a banking organization's performing is heavily influenced by the caliber of its people resources. Worker performing, according to Mangkunegara (2017), is the amount and quality of work that an worker completes while doing their duties in line with their given obligations. As a result, management places a high priority on improving staff performing, especially in the banking industry, which places a high value on professionalism, service accuracy, and public trust.

Workplace motivation is a significant aspect that affects worker performing. Work motivation is both the inner and outer force that propels a person to perform at their best in order to meet corporate objectives. According to Robbins and Judge (2017), motivation is an approach that explains a person's drive, focus, and perseverance in reaching objectives. Workers that are highly motivated at work typically exhibit better work ethics, discipline, and dedication to the company, all of which have an impact on performing enhancement.

Worker work motivation is influenced by a number of organizational elements, such as career growth and the work environment, rather than developing on its own. Worker actions can be supported and a comfortable work environment can be created. Sedarmayanti (2018) defines the work environment as the entirety of the tools and materials used, the working setting, and work practices that affect workers' ability to perform their jobs. A comfortable and secure work environment, including physical as well as non-physical, will motivate people to perform at their best.

Prior studies have demonstrated a strong correlation within motivation and efficiency among workers and the workplace. Putra and Dewi's (2020) research revealed that banks workers' job motivation is positively impacted by their work environment. As a result, enhancing worker enthusiasm and productivity requires a purposeful work environment.

Apart from the workplace, career advancement plays a critical role in boosting worker motivation. The degree to which a company gives its workers the chance to advance their expertise, skills, and career routes is reflected in career advancement. Career advancement, as defined by Mathis and Jackson (2011), is a continuous process that companies use to assist staff members in making plans for their future careers. Workers can grow and develop within the company with assurance and hope thanks to structured career advancement.

According to Armstrong (2014), a solid career advancement program will boost worker commitment and motivation since workers feel appreciated and have a defined destiny inside the company. Training initiatives, job promotions, and shift changes are crucial elements of career advancement plans in the banking industry to produce skilled and fiercely competitive workers.

The beneficial effects of professional growth on motivation and achievement among workers have been shown by several empirical research. According to Santoso's (2019) research, career growth has a major impact on commercial bank workers' motivation at work. Wijaya and Prasetyo (2021) showed in another study that career growth has a favorable impact on worker performing by using employment motivation as a contributing factor. This demonstrates that career growth has an indirect effect on performing through higher motivation at work in addition to a direct one.

High levels of job motivation will inspire workers to give their best effort. Hasibuan (2016) asserts that one of the key elements influencing worker performing is work motivation. Motivated workers will put in more effort, exercise greater self-control, and take greater responsibility for their work. Punctuality, service quality, meeting goals, and following standard operating procedures are all indicators of an worker's performing in the banking industry.

It may be inferred from theoretical justifications and prior study findings that career growth and the work environment are critical in boosting worker work motivation, which in

turn affects worker performing. However, the degree to which each aspect has an impact varies, especially when it comes to regional banking. Using the Partial Least Squares (PLS) method, which can simultaneously analyze direct and indirect relationships within variables, this study is therefore essential to empirically investigate the impact of the work environment and career advancement on work motivation and its implications for worker performing at the Bank Jambi Main Branch Office.

The findings of this study are anticipated to make theoretical improvements to the advancement of the management of human resources, especially in the banking industry, as well as practical contributions to the management of Bank Jambi in the formulation of strategic policies pertaining to work environment oversight and career growth for staff to enhance motivation and performing in a sustainable manner.

## METHOD

This research was conducted at the Regional Revenue Agency of West Tanjung Jabung Regency, Jambi Province, with the research subjects being registered taxpayers who received public services from the agency. The data used in this study were secondary and primary data. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study were communication (X1) and work facilities (X2) as independent (exogenous) variables, public service quality (Y) as a mediating variable, and public satisfaction (Z) as a dependent (endogenous) variable.

The population in this study was all taxpayers registered with the Regional Revenue Agency of West Tanjung Jabung Regency, a total of 106,877 taxpayers. Due to the relatively large population, the sample size in this study used the Slovin formula with a 10% error tolerance. Based on this calculation, the sample size was set at 100 taxpayers.

The sampling technique used was accidental sampling. According to Sugiyono (2019), accidental sampling is a non-probability sampling technique used when researchers select respondents who are easily accessible and meet the research criteria. The data analysis method used was structural path analysis using the Structural Equation Modeling-Based Partial Least Squares (SEM-PLS) approach. SEM-PLS was chosen because it is capable of testing complex models, explaining relationships between latent variables, and remains effective in relatively small samples (Hair et al., 2019).

## RESULTS AND DISCUSSION

### Description of Research Variables

The purpose of this study's descriptive analysis is to give a broad picture of how respondents at the Bank Jambi Main Branch Office perceive the variables of work surroundings, career growth, job motivation, and worker performing. A Likert scale with five points was used to collect data from 59 respondents. For each research variable, the mean value and patterns of respondents' responses were analyzed. The following table displays the respondents' response scores:

**Table 1. Respondent Scores per Variable**

No	Constructs	Item	Total Score	Range Scale	Category
1	Work environment (X1)	12	3057	2974,4 – 3540	Excellent
2	Career advancement (X2)	8	2047	1982,4 – 2360	Very Good
3	Work motivation (Y)	10	2555	2478 – 2950	Very High
4	Worker performing (Z)	12	3053	2974,4 – 3540	Very High

Source: Primary data, processed, 2025

The study's findings show that every worker has a favorable opinion of the factors pertaining to the workplace, career advancement, motivation, and productivity. Each variable received a total score of 3057, classified as Very Good; career growth received a score of 2047, classified as Very Good; and work motivation received a score of 2555, classified as Very High. 3053 was the worker performing variable, which was classified as Very High.

**Measurement Model Evaluation Results (Outer Model)**

The outer model evaluation aims to test the legitimacy and dependability of the indicators, including:

**1) Convergent Legitimacy Testing**

**a. Loading Factor**

The loading factor's magnitude, which illustrates the connection among the implicit idea and its measurement indicators, demonstrates convergent legitimacy. The loading factor's magnitude, which indicates how strongly the measure and the latent idea are related, is used to evaluate convergent legitimacy. An indicator must reach a minimum loading component of 0.70 for the thing being measured in order to be eligible. The findings from this investigation are shown below.

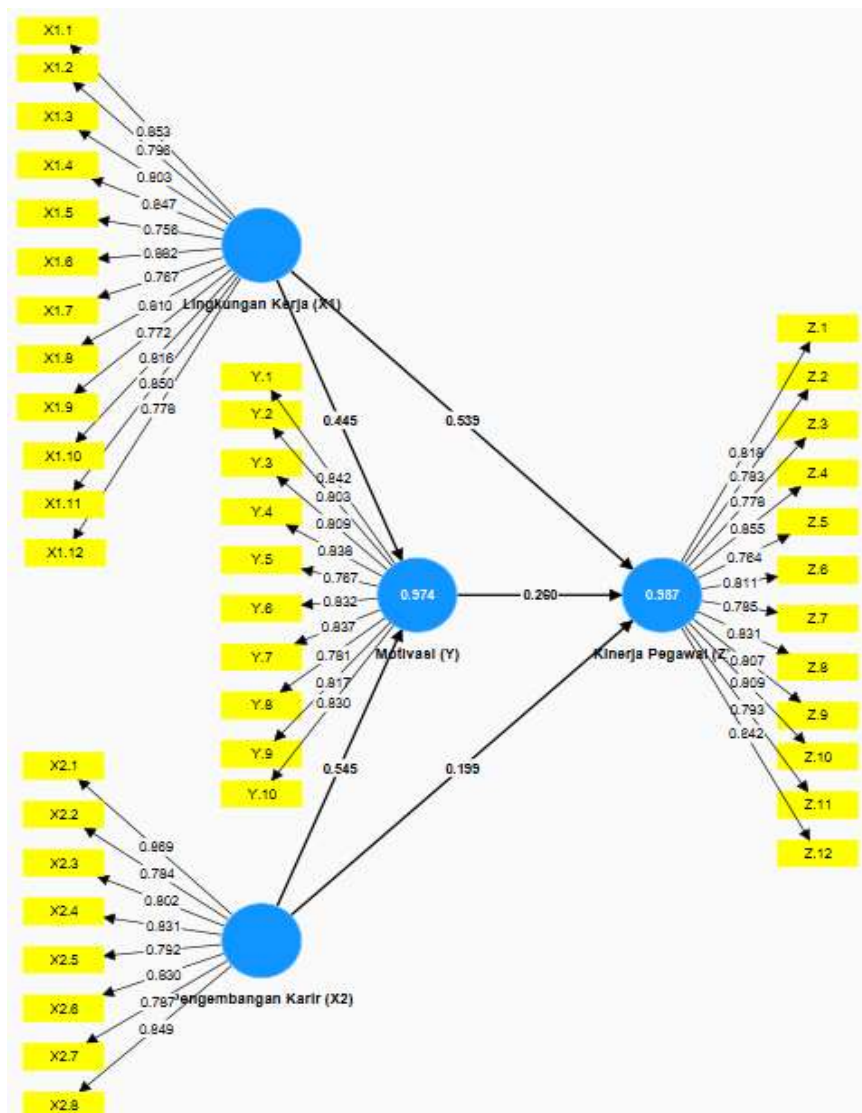


Figure 1. Outer Loading

All research indicators demonstrated external loading readings for all variables exceeding the minimal threshold of 0.70 based on the SmartPLS 3.0 result, thus fulfilling the convergent legitimacy criteria. Since every indicator satisfied the convergent legitimacy requirements, the measurement model was judged appropriate for moving on to the structural examination step (inner model).

**b. Average Variance Extracted (AVE)**

The degree that a latent idea explains the variation of its basic indicators in comparison to the fluctuation resulting from measurement error is evaluated using Average variation Extracted (AVE). AVE shows whether the latent construct accounts for more of the indicator variation than the error variance, according to Hair et al. (2017). To put it another way, AVE guarantees that the indicators are of high measurement quality.

A construct is considered to have excellent legitimacy for convergence if its AVE score is  $\geq 0.50$ , according to Ghozali and Latan (2015). When the AVE value is greater than 0.50, it means that the latent construct accounts for more than half of the indicator's variance, with measurement error accounting for the remaining portion. The AVE values are shown in the following table:

**Table 2. Average Variance Extracted Values**

Variables	AVE values	Description
Work environment (X1)	0,659	Valid
Career advancement (X2)	0,670	Valid
Work motivation (Y)	0,666	Valid
Worker performing (Z)	0,651	Valid

Source: Smart PLS 3.0 Output (2025)

All of the variables—Work Environment (X1), Professional Growth (X2), Motivation (Y), and Worker Performing (Z)—have AVE values over the suggested minimum threshold of 0.50, according to Table 2, which displays the average extracted variance (AVE) values for each research variable. The four variables in this study have great convergent legitimacy since a high AVE value shows that each construct successfully explains more than 50% the total variance in the indicators of that construct.

**2) Discriminant Legitimacy**

The purpose of discriminant legitimacy is to confirm that every latent concept under analysis has distinct measurement properties and does not show undue overlap (similarity) with other constructs. The cross-loading analysis approach is used for this test. If an indicator's loading value for the concept it is meant to measure is greater than its weighting value for other constructs, it is considered to satisfy the conditions for discriminant legitimacy. Below are the outcomes of using these techniques in this investigation.

**Table 3. Cross Loading**

Item	Work Environment (X1)	Career Advancement (X2)	Work Motivation (Y)	Worker Performing (Z)
X1.1	0,853	0,811	0,817	0,813
X1.2	0,796	0,793	0,781	0,787
X1.3	0,803	0,803	0,797	0,809
X1.4	0,847	0,821	0,823	0,836
X1.5	0,756	0,751	0,763	0,751
X1.6	0,882	0,879	0,854	0,874

Item	Work Environment (X1)	Career Advancement (X2)	Work Motivation (Y)	Worker Performing (Z)
X1.7	0,767	0,763	0,773	0,770
X1.8	0,810	0,798	0,810	0,809
X1.9	0,772	0,777	0,754	0,770
X1.10	0,816	0,824	0,810	0,813
X1.11	0,850	0,821	0,835	0,847
X1.12	0,778	0,743	0,741	0,760
X2.1	0,819	0,869	0,862	0,828
X2.2	0,770	0,784	0,746	0,774
X2.3	0,799	0,802	0,824	0,806
X2.4	0,835	0,831	0,815	0,826
X2.5	0,793	0,792	0,765	0,792
X2.6	0,809	0,830	0,825	0,806
X2.7	0,765	0,787	0,776	0,778
X2.8	0,854	0,849	0,823	0,841
Y.1	0,812	0,796	0,842	0,810
Y.2	0,800	0,820	0,803	0,806
Y.3	0,766	0,755	0,809	0,779
Y.4	0,846	0,854	0,838	0,852
Y.5	0,749	0,761	0,767	0,765
Y.6	0,835	0,829	0,832	0,827
Y.7	0,825	0,818	0,837	0,825
Y.8	0,788	0,794	0,781	0,770
Y.9	0,816	0,800	0,817	0,831
Y.10	0,773	0,797	0,830	0,770
Z.1	0,794	0,799	0,758	0,818
Z.2	0,770	0,749	0,780	0,783
Z.3	0,788	0,799	0,780	0,778
Z.4	0,840	0,827	0,834	0,855
Z.5	0,767	0,765	0,779	0,764
Z.6	0,814	0,841	0,807	0,811
Z.7	0,769	0,736	0,740	0,785
Z.8	0,831	0,822	0,840	0,831
Z.9	0,800	0,810	0,801	0,807
Z.10	0,784	0,789	0,808	0,809
Z.11	0,807	0,782	0,782	0,793
Z.12	0,821	0,817	0,825	0,842

Source: Smart PLS 3.0 Output (2025)

Every parameter in the investigation's parameters have overlap values greater than 0.7, as Table 3 demonstrates. These findings suggest that the indicators employed in this investigation have strong discriminant legitimacy when assembling their variables. The interaction values of all indicators are higher than those of the other variables. As a result, the model can move on to the following phase of analysis since the discriminant legitimacy conditions are satisfied.

### 3) Construct Dependability

The instrument's capacity to deliver steady and consistent measurement findings is reflected in its dependability. As a result, an instrument that satisfies these requirements can be regarded as trustworthy for the process of gathering research data. The composite

resilience and Cronbach's Alpha scores for each variable in this study are used to display the construct dependability findings. According to Hair et al. (2017), a construct is deemed reliable if its combined dependability and Cronbach's Alpha values are greater than 0.70.

The following table displays the Cronbach's Alpha and composite dependability values for each variable:

**Table 4. Composite Dependability and Cronbach's Alpha**

Variables	Composite Dependability	Cronbach Alpa	Description
Work environment (X1)	0,959	0,953	Reliabel
Career advancement (X2)	0,942	0,929	Reliabel
Work motivation (Y)	0,952	0,944	Reliabel
Worker performing (Z)	0,957	0,951	Reliabel

Source: Smart PLS 3.0 Output (2025)

Table 4's combined dependability and Cronbach's alpha examination results show that all variables are dependable because their composite dependability values are higher than 0.70. This indicates that all of the study's factors are trustworthy and dependable, and the findings from the study can be utilized to provide the greatest possible research. As a result, the structures in this representation are trustworthy and suitable for more testing.

**Structural Model Test (Inner Model)**

The purpose of the model's inner study was to ascertain how well the model explained endogenous variables and how strongly latent variables related to one another.

**1) R Square**

The model's capacity to clarify the variation in the variables that are affected is gauged by the coefficient of prediction (R<sup>2</sup>). The ability of exogenous latent variables taken together to predict endogenous variable constructions is measured by the coefficient of determination. In other words, the coefficient shows how much of the variance of an endogenous construct can be accounted for by all relevant external constructions. The amount of external variable constructs determines how this criterion is adjusted. The R-square estimation results using SmartPLS 3.0 are displayed in Table 5:

**Table 5. R-Square Value**

Variables	R-Square
Work motivation (Y)	0,974
Worker performing (Z)	0,987

Source: Smart PLS 3.0 Output (2025)

The R-square values for worker performing (98.7%) and motivation (97.4%) are displayed in Table 5. This suggests that job growth and motivation are strongly correlated with the workplace. Additionally, there is a strong correlation within career advancement and worker efficiency and the workplace.

**2) Q-Square**

According to Ghozali & Latan (2015), if the coefficient power is higher than 0 (> 0), the model is deemed to have important predictive value. The following formula is used to get the predictive-relevance value:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,974^2) (1 - 0,987^2)$$

$$Q^2 = 1 - (1 - 0,949) (1 - 0,973)$$

$$Q^2 = 1 - (0,051)(0,027)$$

$$Q^2 = 1 - 0,001$$

$$Q^2 = 0,999$$

Because the value of 0.999 is more than 0, the Q-square computation result in the present investigation was 0.999, suggesting that the model properly describes the endogenous variables.

### Structural Model

The direct effects value, sometimes referred to as the path coefficient, in SEM PLS analysis reveals the model's structural value in this investigation. The importance and strength of the association as well as the hypothesis were then tested by measuring the path coefficients within the constructs.

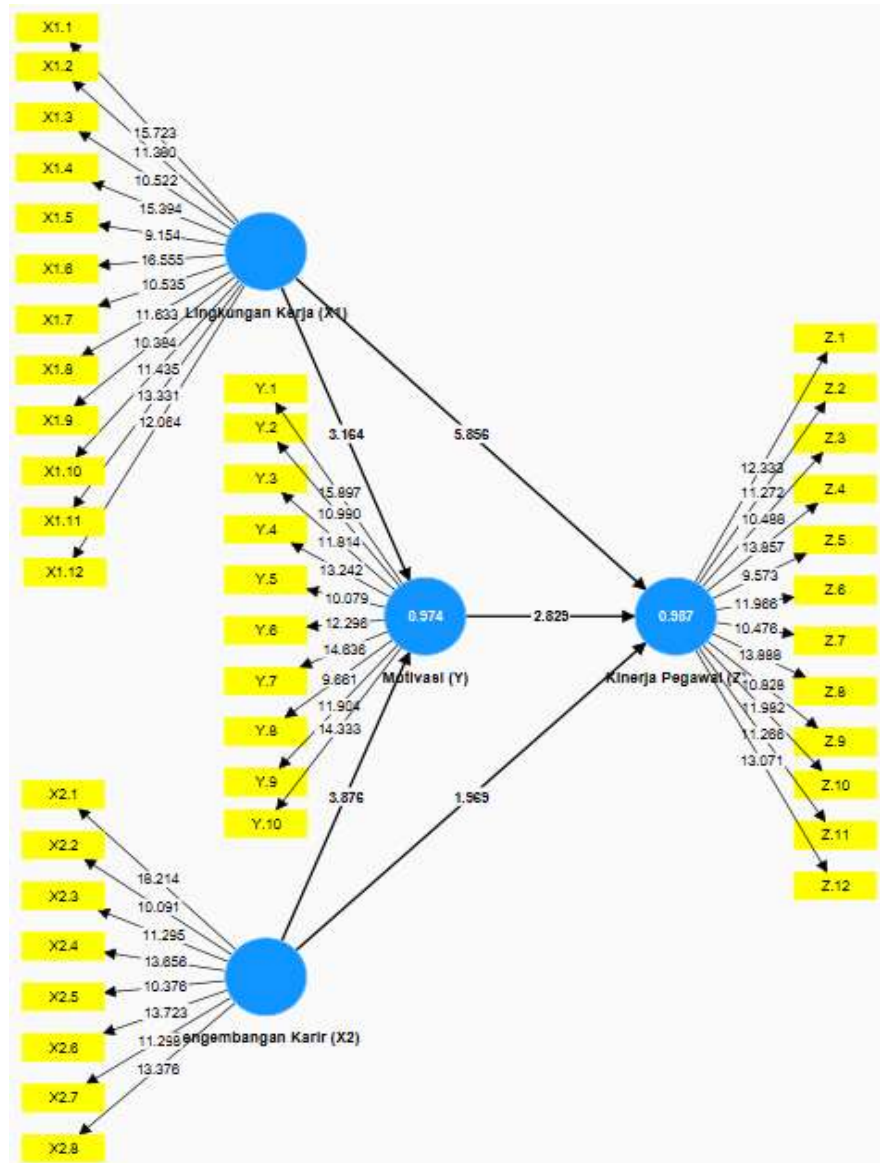


Figure 2. Bootstrapping

### Hypothesis Testing

The p-values of the route coefficients are compared at an acceptable threshold of  $\alpha = 0.05$  in order to test hypotheses about how exogenous variables affect endogenous variables. If the t-table value is 1.96 or the p-value is less than or equal to 0.05 ( $p\text{-value} \leq 0.05$ ), the test is

deemed highly significant. The hypothesis is rejected if the t-statistic is more than the calculated t-statistic, and it is accepted if the t-statistic is less than the calculated t-statistic.

**a. Direct Effect**

The importance of a causal connection of the separate external and reliant intrinsic variables in the study model is examined using direct effect analysis. This technique confirms if a predictor variable has a statistically significant impact on the outcome variable. The following table displays the outcomes of the test's statistical calculations:

**Table 6 Direct Effect**

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work environment (X1)-> Work motivation (Y)	0,445	0,434	0,141	3,164	0,002
Career advancement (X2) -> Work motivation (Y)	0,545	0,555	0,141	3,876	0,000
Work environment (X1) -> Worker performing (Z)	0,539	0,539	0,092	5,856	0,000
Career advancement (X2) -> Worker performing (Z)	0,199	0,199	0,101	1,969	0,049
Work motivation (Y) -> Worker performing (Z)	0,260	0,259	0,092	2,829	0,005

Source: Smart PLS 3.0 Output (2025)

The results of the direct effect test can be explained as follows:

1. The Effect of Work Environment on Motivation

According to the hypothesis test results, the work environment and motivation characteristics have a t-statistic of 3.164 > 1.96 and a significance level of 0.002, meaning they are less than 0.05 (0.002 < 0.05), supporting hypothesis H1. These findings suggest that motivation is positively and significantly impacted by the workplace. This implies that motivation will rise if the workplace gets better.

2. The Effect of Career Advancement on Motivation

According to the hypothesis test results, the link among career advancement and motivation factors has a t coefficient of 3.876 > 1.96 and a P-value of 0.000, meaning it is below the 0.05 threshold (0.000 < 0.05), supporting hypothesis H1. These findings suggest that job advancement significantly and favorably affects motivation. This implies that motivation will be greatly impacted if career growth increases.

3. The Influence of the Work Environment on Worker Performing

With a significance level of 5.856 > 1.96 and a significance level of 0.000, below 0.05 (0.000 < 0.05), the hypothesis test findings show that there is a connection within work environment characteristics and worker performing, supporting hypothesis H1. These findings show that worker performing is positively and significantly impacted by the workplace. This implies that worker performing will be impacted if the workplace is improved.

4. The Influence of Career Advancement on Worker Performing

According to the hypothesis test results, an adjusted t-statistic of 1.969 > 1.96 and a significance level of 0.049, below the threshold of 0.05 (0.049 < 0.05), show a connection within career advancement characteristics and worker performing, supporting hypothesis H1. These findings suggest that career advancement significantly and favorably affects worker performing.

5. The Influence of Motivation on Worker Performing

The hypothesis test's findings show that worker performing and motivation are positively correlated. The hypothesis H1 is accepted since the results of t value is 2.829 > 1.96 and the

significance level is 0.005, meaning it's under the threshold of 0.05 ( $0.005 < 0.05$ ). These findings suggest that worker performing is positively and significantly impacted by motivation. Increased motivation will therefore enhance worker performing.

**b. Indirect Effect**

To see the results of the indirect effect, see the following table:

**Table 7. Indirect Effect**

Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Lingkungan kerja (X1) -> Work motivation (Y) -> Worker performing (Z)	0,116	0,110	0,050	2,308	0,021
Career advancement (X2) -> Work motivation (Y) -> Worker performing (Z)	0,142	0,147	0,070	2,040	0,041

Source: Smart PLS 3.0 Output (2025)

The results of the indirect effect test can be explained as follows:

1. The Effect of the Work Environment on Worker Performing Is Mediated by Motivation  
 With motivation as the mediator variable, the hypothesis test findings show a t-statistic of  $2.308 > 1.96$  and a significance level of 0.021, less than 0.05 ( $0.021 < 0.05$ ) for the association within workplace factors and worker performing. These findings show that worker performing is positively and significantly impacted by the workplace, with motivation acting as a Intermediary factor.
2. The Effect of Career Advancement on Worker Performing Is Mediated by Motivation  
 With motivation as the intervening factor, the hypothesis test findings reveal an association within professional growth variables and worker performing with a t-statistic of  $2.040 > 1.96$  and a significance level of 0.041, less than 0.05 ( $0.041 < 0.05$ ), supporting hypothesis H1. These findings show that worker performing is positively and significantly impacted by career advancement, which is mediated by motivation.

**Discussion**

**Incentive Conditions, Work Environment, Job Satisfaction, and Worker Performing**

The Bank Jambi Main Head Office's work environment was rated as very good based on respondents' answers to all research criteria. This finding suggests that daily work activities are supported by the physical and non-physical work environment. The classification for career growth was really good. This finding suggests that while there is definitely room for improvement, the workplace generally promotes worker comfort and safety. Additionally, motivation was rated as really high. This result suggests that the incentives offered have helped workers do their tasks very well. A very high category was assigned to the worker performing variable. This outcome shows that workers have successfully finished their tasks and performed their responsibilities to the best of their abilities in compliance with organizational goals and standards.

**The Influence of the Work Environment on Work Motivation**

The findings of the hypothesis test show that worker work motivation is positively and significantly impacted by the workplace. These results show that a worker's desire to work increases with the quality of their physical and non-physical work environment. These study results support Sedarmayanti's (2018) assertion that a welcoming, secure, and comfortable workplace will boost workers' motivation and enthusiasm. Workers can focus on finishing their

task in a comfortable and secure work environment. Previous research by Putra and Dewi (2020), which found that the workplace had a beneficial impact on banking workers' work motivation, also supports these findings. Workers at the Bank Jambi Main Head Office have been inspired to work more enthusiastically and responsibly by the work atmosphere, which includes sufficient workspace, successful collaborations, and leadership support.

### **The Effect of Career Advancement on Work Motivation**

The findings of the study indicate that worker work motivation is positively and significantly impacted by career growth. These findings suggest that workers will be more motivated at work if they believe that career options are transparent and equitable. Career advancement is a critical process in the administration of human resources that aims to increase worker proficiency and preparedness to take on more responsibility, as stated by Mathis and Jackson (2011). Career advancement that is well-planned will boost motivation at work and foster a sense of gratitude. The findings of this study are consistent with Santoso's (2019) study, which discovered that career growth has a major impact on bank workers' motivation at work. A clear career path and possibilities for advancement might boost worker job motivation, according to studies conducted by Wijaya and Prasetyo (2021). For workers at Bank Jambi's Main Branch, training programs, job promotions, and an objective performing appraisal system are important factors in fostering higher work motivation.

### **The Influence of Work Motivation on Worker Performing**

Worker performing is positively and significantly impacted by job motivation, according to the analysis's findings. This suggests that workers who are highly motivated at work typically produce superior work, in terms of quantity and quality. According to Hasibuan's (2016) theory, worker performing is mostly influenced by work motivation, which is supported by this data. Motivated workers will perform their jobs with greater diligence, discipline, and responsibility. The results of the research conducted by Mangkunegara and Octorend (2015), who discovered that work motivation significantly affects worker performing, are similarly consistent with our study. A separate investigation by Lestari and Handayani (2020) similarly demonstrated the importance of job motivation in raising staff productivity in the banking industry.

### **The Influence of the Work Environment and Career Advancement on Worker Performing through Work Motivation**

The undetectable impact test results show that career growth and the work environment have an impact on worker performing that is mediated by work motivation. This suggests that career advancement and the workplace have a direct impact on performing in addition to raising worker motivation. Robbins and Judge (2017) claim that worker behavior and organizational policy are connected through job incentive. Clear career progression and a nice work environment will boost worker motivation, which eventually affects output. This result is consistent with study by Pratama and Yuniarti (2021), who found that worker performing is influenced by the work environment through work motivation. Work motivation influences the association within career advancement and worker performing, according to a different study by Hidayat et al. (2020).

### **The Influence of the Work Environment on Worker Performing through Work Motivation**

Worker performing is positively and significantly impacted by the work environment through work motivation, according to the findings of the indirect impact test in the PLS (partial least squares) analysis. According to this research, a supportive workplace can boost

workers' drive, which in turn affects their output. Put differently, the relationship across the work setting and worker performing is mediated by job motivation.

A nice work atmosphere will give workers a sense of security, comfort, and satisfaction, which will motivate them to perform more enthusiastically and responsibly, claims Sedarmayanti (2018). Worker intrinsic motivation can be raised and work stress can be reduced in a supportive physical and non-physical workplace. Workers are then motivated to perform at their highest level. Robbins and Judge's (2017) theory, which claims that professional motivation is an emotional response that connects work environment circumstances with staff behavior, lends credence to this view. Motivation levels will rise in a positive workplace, and increases in both quantity and quality of performing will follow.

The study's findings are consistent with those of the work of Pratama and Yuniarti (2021), who found that worker performing is influenced by the work environment through work motivation. According to a separate investigation of Hidayat and Sari (2020), a comfortable workplace boosts worker motivation, which in turn enhances performing. As a result, the study's findings support the idea that enhancing worker performing requires both workplace enhancements and the workplace's capacity to motivate workers.

In the setting of the Bank Jambi Main Head Office, a workplace with sufficient facilities, cordial working relationships, and encouraging leadership support has inspired staff to work more motivatedly, which has improved overall performing.

### **The Influence of Career Advancement on Worker Performing through Work Motivation**

Through job motivation, career growth has an important and beneficial effect on worker performing, according to the outcomes of the supplementary analysis. According to this research, successful career growth can boost workers' motivation at work, which eventually improves worker performing. Therefore, the association within career advancement and worker performing is mediated by work motivation.

Career advancement, defined by the work of Mathis and Jackson (2011), is a methodical organizational endeavor to enhance workers' abilities and prepare them for future increased responsibility. Opportunities for advancement, training, and a defined professional path provide workers optimism and assurance, which increases their motivation at work.

According to Armstrong (2014), a fair and open career advancement system will boost staff commitment and motivation since workers feel appreciated and have clear opportunities for advancement inside the company. Workers that are more motivated will put in more effort and perform better.

The outcomes of Wijaya and Prasetyo (2021), who showed that job motivation mediates the impact of career advancement on worker performing, are consistent with the results of this study. Santoso (2019) demonstrated in another study that career growth has an indirect impact on performing through motivation at work. This demonstrates that worker motivation has a major role in the effectiveness of career pathway initiatives in raising performing.

Workers at the Bank Jambi Main Head Office have been motivated to enhance their performing and capabilities through training programs, job advancements, and an objective evaluation system. Thus, by boosting job motivation, sustained career growth is a key component in enhancing worker performing.

### **CONCLUSION**

Overall, respondents' opinions of the four factors—incentives, work environment, job satisfaction, and staff performing—at the Jambi Regional Advancement Bank Main Head Office show favorable synergy, according to the survey results. The workplace is regarded as outstanding, job advancement is excellent, and people are motivated, which promotes peak performing.

The study's findings also support the notion that career advancement and the workplace have a favorable and substantial impact on workers' motivation and output. This condition explains how workers are driven to do tasks efficiently and in accordance with protocols when they are in a calm, comfortable, and fully equipped workplace, which leads to better performing. In the meantime, the impact of career growth through enthusiasm on worker performing indicates that when career growth is implemented well, job motivation rises, leading to better performing.

Further research is necessary to look more thoroughly at additional variables that may affect performing levels. This is essential for the banking sector, especially the Jambi Regional Banking Corporation Main Branch, to comprehend the different factors that lead to better performing in delivering high-quality services. Other factors that potentially have major effects, like personnel commitment, information technology use, and service transparency, could also be investigated in future studies. As a result, the findings will offer a more thorough assessment for upcoming initiatives to raise staff performing.

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