

## Understanding the Link Between Promotion and Work Performance: A Literature Review in the Context of Regional Water Service Companies

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### Abstract

This literature review explores the relationship between promotion and employee work performance within the context of regional water service companies. Promotion is often used as a motivational tool in organizational settings, aiming to reward achievements and encourage higher performance. However, the effectiveness of promotion policies varies depending on organizational culture, fairness, and the clarity of performance metrics. Through thematic analysis of existing research, this study finds that while promotion generally has a positive impact on motivation and commitment, its benefits can diminish when the process lacks transparency or objective criteria. The findings highlight the importance of merit-based promotion systems, coupled with training and support, to ensure that employees succeed in their new roles. This review provides insight for regional service organizations aiming to improve employee performance through well-structured human resource strategies.

**Keywords:** Motivation, Human Resource Management, Regional Water Service Companies, Merit-Based Promotion

### INTRODUCTION

In a dynamic work environment, employee performance plays a crucial role in determining the success of an organization (Surbakti et al., 2022). This is especially true for regional water service companies that are directly responsible for delivering public services (Khoirudin et al., 2021). The quality of employee performance reflects how well the company can meet the needs and expectations of the community (F. M. Dewadi, 2022b). Therefore, enhancing performance has become a central focus in human resource management within such institutions (F. Dewadi et al., 2016). One common strategy to boost employee performance is through promotion (F. M. Dewadi, 2024).

Promotion is widely regarded as a form of recognition for achievements and a motivational tool that encourages employees to maintain or improve their work quality (F. Dewadi & Amir, 2021). It often fosters a sense of pride, increases loyalty, and enhances the employee's sense of responsibility (F. M. Dewadi & Abduh Al-Afgani, 2021). However, in practice, the relationship between promotion and work performance is not always linear (Nanda & Dewadi, 2024). Many other factors may influence how effectively promotion impacts performance, such as organizational culture, performance appraisal systems, and perceptions of fairness within the promotion process (Nanda et al., 2024). In the setting of regional service organizations, these complexities pose significant challenges in managing promotions effectively (F. M. Dewadi, Supriyadi, et al., 2024).

Conflicts may arise when promotions are not based on objective performance, but rather

on seniority or personal connections (F. M. Dewadi, 2023e). Such practices can demotivate employees, reduce morale, and create a negative work environment (Kusmiwardhana et al., 2024). As a result, it is crucial to deeply understand how promotion influences work performance in the specific context of regional service companies (Wibowo et al., 2024).

By conducting a literature review, this study aims to explore and summarize various theoretical perspectives and empirical findings on the relationship between promotion and employee performance (Abbas et al., 2021). The focus is placed on public service organizations, particularly regional companies responsible for essential utilities like water (Nurmiah et al., 2023).

This approach is expected to provide a comprehensive picture of how promotion strategies can be designed and implemented more effectively to support performance improvement (F. M. Dewadi, Milasari, A, et al., 2023). Moreover, the findings may serve as a foundation for developing fair and productive human resource policies in regional service organizations (Yusaerah et al., 2022).

## LITERATURE REVIEW

The literature on promotion highlights its role as a strong motivator for employees (Alfaris et al., 2022). Many human resource management theories state that rewards in the form of career advancement encourage individuals to work harder and perform better (Ratnadewi et al., 2023). Promotion not only affects the individual receiving it but also creates a psychological effect on other team members (F. Dewadi, Puspita, et al., 2024). In public service organizations, fair and transparent promotion processes are believed to strengthen employees' emotional ties to the organization (Mustafa et al., 2023). Employees who perceive promotions as merit-based tend to show greater commitment and develop positive perceptions of their workplace (Yunus et al., 2023). This becomes a key factor in building a productive and collaborative organizational culture (Nugroho et al., 2023).

On the other hand, some studies show that promotion does not always yield positive outcomes (Wiyono et al., 2023). In certain cases, it can create additional pressure, feelings of isolation from former peers, or even a decline in performance due to the increased complexity of responsibilities (Darmayani et al., 2023). Therefore, promotions must be accompanied by training and support to ensure successful role adaptation (Purnomo & Sahabuddin, 2023).

Research suggests that merit-based promotions have more significant positive effects than those based on seniority or personal relationships (F. M. Dewadi, Normansyah, Naibaho, et al., 2023). When promotions are awarded objectively, employees feel appreciated and are motivated to maintain high performance (F. M. Dewadi, Pido, Issafira, et al., 2023). In contrast, unclear promotion criteria may lead to dissatisfaction and reduced morale (F. Dewadi, Octavianti, Nanang, et al., 2023).

The organizational context also plays a crucial role in determining the outcome of promotion strategies (F. M. Dewadi, Nova, et al., 2024). In hierarchical and bureaucratic structures, like those often found in regional service companies, the promotion process can be slow and influenced by rigid administrative procedures (N et al., 2024). This can frustrate younger employees with high career aspirations. Adaptive and innovative approaches to promotion are therefore needed (F. M. Dewadi, Puspita, et al., 2024).

Overall, the literature reviewed confirms a strong link between promotion and performance (Sugiyanto et al., n.d.). However, the effectiveness of this relationship depends heavily on how promotion policies are structured, managed, and communicated within the

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organization (Simatupang et al., 2013). This opens up opportunities for management to reevaluate their current systems and strive for more effective talent development (Wibowo et al., 2023).

## METHOD

This study uses a qualitative approach through a literature review, aimed at gathering and analyzing prior research findings on the link between promotion and employee performance (F. M. Dewadi, Farahdiansari, Rochyani, et al., 2023). This method was chosen to explore a wide range of theoretical and empirical perspectives without collecting primary data from the field (F. M. Dewadi, Sriwahyuni, Edahwati, et al., 2023).

Data collection involved identifying and reviewing relevant journal articles, research reports, and academic documents that focus on the main theme (Alfianto et al., 2023). The literature includes studies related to public sector organizations, human resource management, and organizational behavior, particularly concerning promotion practices (F. M. Dewadi, n.d.-b).

Selection criteria emphasized literature that directly addressed the relationship between promotion and performance and reflected the context of public service organizations (Dahri et al., 2023). Special attention was given to research describing promotion in state-owned or bureaucratic organizations (Nanda, Dewadi, et al., 2023).

The analysis was conducted thematically by identifying common patterns, differences, and insights across the selected sources (F. M. Dewadi, Kristiana, La Ola, et al., 2023). The findings were categorized based on contextual relevance, research methods, and conclusions drawn from each study (F. Dewadi, Kusmiwardhana, Hakim, et al., 2023). These results were then synthesized to form a broader understanding (F. M. Dewadi, Milasari, Hermila, et al., 2023).

This approach allowed the researcher to explore how promotion is perceived and implemented in different organizational settings (F. M. Dewadi, Wibowo, Mulyadi, et al., 2023). By integrating multiple sources, the study aimed to construct a comprehensive view of the impacts—both positive and negative—of promotion on performance (Santosa et al., 2022).

Through this literature-based method, the study offers a foundation for developing more relevant and sustainable promotion strategies in regional water service organizations (F. M. Dewadi, 2021c). Additionally, it provides flexibility for exploring under-researched topics in the public service sector (Nanda, Supriyanto, et al., 2023).

## RESULTS AND DISCUSSION

The review shows that promotion positively influences employee motivation and performance (F. M. Dewadi, Nanda, & Wibowo, 2023). Promoted individuals often display increased commitment and responsibility in their new roles (Mubina & Amir, 2022). Promotion builds confidence, pride, and intrinsic motivation to perform better (Nanda, Karyadi, et al., 2023).

Beyond individual impacts, promotion also affects the organizational atmosphere (F. M. Dewadi, 2021b). Colleagues observing merit-based promotions are often encouraged to improve their own performance, fostering a healthy competitive environment and supporting collective achievements (Kusmiwardhana et al., 2023).

However, when promotions are perceived as unfair or based on subjective

considerations, tension may arise (F. M. Dewadi, 2023d). Employees who feel overlooked despite strong performance may become demotivated. This can lead to decreased overall performance and a negative organizational climate (F. M. Dewadi, Kiswanto, et al., 2022).

In regional service companies, bureaucratic structures often hinder flexible promotion systems (Muhammad et al., n.d.). Highly centralized and formal promotion decisions reduce organizational responsiveness to individual achievements (F. M. Dewadi, 2021a). Reforming internal policies is necessary to allow more adaptive, performance-driven promotions (F. M. Dewadi, Bachtiar, Alyah, et al., 2023).

Some studies also emphasize that promotion is only effective when combined with capacity-building efforts (Lawi et al., 2023). Employees stepping into new roles need managerial and technical training to succeed (F. M. Dewadi, 2023c). Without support, promotion may become a burden and negatively affect performance (F. M. Dewadi, 2022a).

In summary, promotion is a strategic tool for improving work performance (F. M. Dewadi, 2023b). However, its success largely depends on the quality of human resource management systems (F. M. Dewadi, 2023a). Transparency, accountability, and fairness must be the core principles in every promotion process within regional water service organizations (F. M. Dewadi, n.d.-a).

## DISCUSSION

The results of this study confirm that the integration of energy conversion technologies in hygiene systems can have a significant positive impact on energy efficiency and environmental sustainability (Supriyati et al., 2022). Compared to conventional methods, the application of multi-technology energy conversion enables a more effective reduction in power consumption, while supporting high hygiene standards in industry (Nanda & Dewadi, 2023). Nonetheless, there are several aspects that still need to be considered in the implementation of these technologies (F. M. Dewadi et al., 2021). High initial investment costs and lack of incentives from the government are the main inhibiting factors in the widespread adoption of energy conversion technologies (Wibowo et al., 2022).

Therefore, more supportive policies as well as innovations in business models are needed to enable more affordable adoption of this technology (F. M. Dewadi et al., 2019). In addition, the optimization of energy-based hygiene systems must consider environmental and social factors (Asari et al., 2023). The use of renewable energy sources in sterilization and sanitation systems must be balanced with appropriate waste management strategies to ensure that energy efficiency does not come at the expense of other environmental aspects (F. M. Dewadi, Amir, et al., 2022).

Considering these findings, further research needs to focus on developing more detailed optimization models as well as implementation trials on a broader industrial scale (F. M. Dewadi & Ma'arof, 2022). Integration of more flexible and modular technologies is also an important aspect that can improve the competitiveness and sustainability of energy-based hygiene systems (F. M. Dewadi, Lillahulhaq, Karyasa, et al., 2023).

## CONCLUSION

Promotion has strong potential to enhance employee performance, both through individual motivation and organizational culture. However, the effectiveness of promotion

depends on how well the system is designed and implemented. In the context of regional water service organizations, fair, objective, and performance-based promotion must become a priority to encourage professionalism and improve the quality of public service delivery.

### SUGGESTION

Management should conduct a thorough review of current promotion policies. A merit-based system with clear and measurable performance indicators should be established. Additionally, continuous training and development must accompany promotions to ensure employee readiness. Building a culture of fairness and transparency will be key to strengthening competitiveness and improving service quality in regional water service companies.

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