



RESEARCH ARTICLE

Assessing the Impact of Job Promotion on Employee Performance: Evidence from Deposit Banks in Indonesia

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Abstract

This study examines the effect of job promotion on employee performance in the Indonesian banking sector. A quantitative approach was applied through questionnaires distributed to 100 employees who had received promotions within the last one to three years. Respondents were drawn from Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Mandiri, and Bank Central Asia (BCA). Employee performance was evaluated through three indicators: work productivity, job satisfaction, and organizational commitment. The findings indicate that job promotion has a positive effect on employee productivity, job satisfaction, and organizational loyalty. Employees who received promotions tended to demonstrate stronger work motivation and greater organizational attachment after occupying higher positions. The study also found that employee readiness and managerial support influenced the effectiveness of promotion policies in improving work performance. Fair and transparent promotion practices were associated with higher employee morale and stronger relationships between employees and the organization. These findings may assist banking management in developing promotion systems that are more objective, measurable, and aligned with employee performance improvement.

Keywords

Job Promotion; Employee Performance; Job Satisfaction; Banking Sector; Indonesia.

1 | INTRODUCTION

Job promotion is widely viewed as a strategic instrument for improving employee motivation and work performance, particularly in the banking industry where service quality depends heavily on human resources. In Indonesian deposit banks, promotion is often interpreted as recognition for employees who demonstrate strong performance and professional capability. Beyond career advancement, promotion also reflects the organization's effort to place employees in positions that match their competence and potential. Even so, the impact of promotion on employee performance is not always uniform. Increased responsibilities, adaptation to new duties, and pressure to meet higher targets may influence how employees respond to promotion policies. This study examines the effect of job promotion on employee performance by focusing on productivity, job satisfaction, and organizational commitment. Banks operate in a highly competitive environment that requires employees to maintain accuracy, responsiveness, and service quality. For that reason, promotion policies should not rely solely on tenure or administrative considerations, but also on employee readiness and organizational support. Employees who receive proper guidance and clear career direction are generally more capable of adapting to new responsibilities and maintaining performance stability after promotion.

Previous studies have reported varying findings regarding the relationship between promotion and employee performance. Fernando (2022) found that promotion practices supported by objective performance appraisal and competency development were associated with higher employee performance. Promotion was interpreted not merely as a formal change in position, but as recognition of achievement and professional credibility. Suci Rohmaning (2022) argued that employee motivation strongly affects the success of promotion policies. Fair compensation, career development opportunities, and managerial support were linked to higher job satisfaction following promotion. In contrast, promotions that are not accompanied by adequate support may increase work pressure and reduce employee morale. Employees who feel appreciated and trusted by the organization tend to show stronger commitment and greater responsibility toward their work. Maharani (2020) emphasized the role of education and training in preparing employees for higher positions. Employees who receive relevant training are more likely to adapt effectively to new tasks and decision-making responsibilities. Based on these findings, this study analyzes how job promotion influences employee performance in Indonesian deposit banks, particularly in relation to productivity, job satisfaction, and organizational commitment. The study also considers organizational support and employee readiness as factors that may strengthen the effectiveness of promotion policies in the banking sector.

Research on the relationship between job promotion and employee performance has been conducted across different sectors, including banking. Even so, evidence from Indonesian deposit banks suggests that the relationship is not always straightforward, as promotion practices interact with organizational routines, employee readiness, and internal development systems. Sari *et al.* (2020), in their study at Bank Syariah Mandiri Curup, reported that routine activities aimed at strengthening employee motivation, such as brief religious lectures before work, were associated with improved performance. This finding implies that promotion alone may not drive performance gains if it is not accompanied by continuous motivation and behavioral reinforcement at the workplace. Fabrini (2020), in research at PT BNI Syariah, emphasized that organizational culture and career development pathways shape how employees respond to promotion decisions. Promotion within a supportive environment and clear career direction tended to be followed by stronger work outcomes. This suggests that promotion is more effective when aligned with a system that prepares employees for higher responsibility, rather than being treated as an isolated reward mechanism. Arindi (2023), in a study at PT Bank Tabungan Negara (Persero) Tbk., pointed out the role of performance management systems in assessing promotion decisions. Without consistent evaluation standards, promotion decisions risk becoming less aligned with actual capability, which may weaken their impact on productivity and service quality. This study examines how job promotion relates to employee performance in Indonesian deposit banks, focusing on productivity, job satisfaction, and organizational commitment. The analysis also considers whether promotion policies reflect employee readiness and whether they translate into improved work outcomes in practice.

Other studies indicate that the effectiveness of promotion depends strongly on supporting workplace conditions. Hermawati *et al.* (2023), in research at Hypermart Pejaten Village South Jakarta, found that work discipline influenced how employees responded to promotion opportunities. Employees with stronger discipline tended to adjust more effectively to new responsibilities and maintain performance after promotion. This suggests that promotion outcomes are closely linked to behavioral consistency at work, not only formal advancement. Hasibuan *et al.* (2021), in a study at the State Treasury Service Office (KPPN) Pematangsiantar, reported that performance appraisal and competence-based evaluation played a decisive role in promotion decisions. When promotion is guided by clear performance standards, employees are more likely to view advancement as a result of measurable achievement rather than seniority alone. This can strengthen acceptance of promotion decisions and encourage higher performance expectations. Widyani and Putra (2020), in research at PT Bank SinarMas Denpasar, highlighted the role of transparency in recruitment and promotion systems. Clear procedures for selecting employees for higher positions tend to reduce uncertainty and strengthen motivation among staff. Promotion based on performance and capability may encourage employees to improve their skills in preparation for future roles. Based on these findings, this study evaluates how job promotion affects employee

performance in Indonesian deposit banks by considering performance appraisal practices, competence alignment, and employee readiness for higher responsibility.

Job promotion has a significant role in shaping employee motivation and performance, particularly within the banking sector. In Indonesian deposit banks, promotion is often treated not only as recognition for employees with strong performance records, but also as part of efforts to strengthen workforce capability and support organizational direction. Although promotion is commonly associated with higher productivity, its outcomes do not emerge uniformly across employees. Differences in individual readiness, adjustments to increased responsibilities, workload distribution, and the level of support provided by the organization can shape how promotion affects performance outcomes. This study examines the effect of job promotion on employee performance in the banking sector, focusing on productivity, job satisfaction, and organizational commitment.

2 | BACKGROUND THEORY

Job promotion is a central practice in human resource management across organizations, including the banking sector. It refers to the movement of an employee to a higher position after demonstrating adequate performance and the ability to handle assigned responsibilities. In practice, promotion is often positioned as recognition of employee achievement, yet its role extends further into shaping work behavior and influencing how employees respond to organizational expectations. The effect of promotion on performance is not always linear. While it is expected to encourage stronger motivation and higher productivity, outcomes may differ depending on how employees interpret the new responsibilities attached to their positions. Factors such as adjustment to increased workload, clarity of role expectations, and the quality of managerial support can determine whether promotion leads to improved performance or creates additional pressure.

2.1 Effect of Job Promotion on Employee Performance

Job promotion is frequently linked to changes in employee performance, particularly in organizations that rely on structured career advancement systems such as banking. Rofiq Noorman Haryadi *et al.* (2022), in research at PT Beringin Life in Jakarta, found that promotion has a meaningful relationship with employee performance improvement. Their findings indicate that promotion tends to increase motivation and job satisfaction while also introducing higher responsibility levels that require employees to adjust their working approach. Employees who receive promotion often perceive greater recognition from the organization, which can strengthen work enthusiasm and encourage better performance outcomes. In a similar direction, Animun *et al.* (2017), in a study conducted at PT Bank Rakyat Indonesia (BRI) Manado Branch, reported that performance-based promotion positively influences employee performance. Promotion was not treated merely as a reward mechanism, but as a decision process aimed at placing employees in positions that match their capability to manage more complex responsibilities. This approach suggests that promotion is more effective when it is closely linked to measurable work achievement, as it encourages employees to maintain and improve their performance standards in order to qualify for advancement.

2.2 Performance Appraisal as a Determining Factor in Job Promotion

Performance appraisal plays a decisive role in shaping job promotion decisions. Usman (2017) argues that the quality of evaluation strongly affects who is selected for advancement. When assessment processes are carried out transparently and consistently, promotion decisions are more likely to reflect actual work achievement, which may lead to better performance after employees move into higher positions. Performance appraisal generally covers achievement of targets, work behavior, and collaboration within teams. Weak evaluation practices can distort promotion outcomes and place employees in positions that do not match their capabilities. Hasibuan *et al.* (2021) add that competence is closely tied to the success of promotion decisions. Employees whose abilities align with job demands at higher levels tend to adjust more effectively and maintain stronger performance after promotion. This indicates that promotion should not rely solely on past achievement, but also on whether employees are prepared for the responsibilities attached to the new role. When competence assessment is taken seriously, promotion is more likely to function as a driver of performance rather than a source of imbalance in workload and expectations.

2.3 Organizational Culture and Job Satisfaction as Supporting Factors for Performance

Organizational culture and job satisfaction also play a meaningful role in shaping employee performance, alongside promotion and appraisal systems. Tarigan and Tarigan (2020), in their study at Bank Mega Pematang Siantar Branch Office, found that a supportive work environment is linked to higher job satisfaction. Employees who feel respected in their workplace tend to show stronger engagement and consistency in carrying out their responsibilities. A work culture that encourages cooperation and fairness also influences how employees respond to promotion decisions, especially in terms of acceptance of new roles. Promotion outcomes are also affected by how employees perceive fairness in rewards

and recognition. Ratnasari (2019) notes that promotion accompanied by fair compensation tends to strengthen employee satisfaction and attachment to the organization. When employees view career advancement and rewards as balanced with their contributions, they are more likely to remain committed and maintain stable performance. In contrast, imbalances in recognition and reward can weaken motivation, even after promotion has been granted.

2.4 Work Discipline as a Supporting Factor of Employee Performance

Work discipline is another factor that strongly influences employee performance. Research by Adi et al. (2019) found that employees with strong discipline tend to show better performance, especially after receiving a promotion. Discipline refers to employees' obedience to company regulations, punctuality, and consistency in following established procedures. Employees who maintain high discipline are generally more prepared to handle new responsibilities and adjust to higher work demands after promotion. A study conducted by Diana Wangania and Riani Senduk (2023) at the Balai Pengkajian Teknologi Pertanian (BPTP) also showed that promotions based on employee discipline tend to produce stronger work outcomes. Employees with good discipline usually demonstrate higher responsibility, stronger commitment to their duties, and greater ability to complete tasks efficiently. This indicates that discipline is not only related to compliance with rules, but also reflects an employee's readiness to perform at a higher level after promotion.

2.5 Work Motivation as a Driving Factor of Employee Performance

Work motivation plays an important role in determining how employees perform after receiving a job promotion. Ni Made Ari Mustika Pertiwi *et al.* (2021), in a study conducted at PT Enseval Putera Megatrading Denpasar Branch, found that higher levels of work motivation are closely associated with improved employee performance. Job promotion can strengthen employees' confidence when facing greater responsibilities, particularly when recognition is perceived as aligned with their prior efforts and achievements. However, the influence of motivation is not entirely independent, as it is also shaped by how organizations manage workload distribution and provide support after promotion. Employees with stable motivation tend to adapt more effectively to new roles and maintain consistent performance even when job demands increase.

2.6 Factors Influencing the Effectiveness of Job Promotion

The effectiveness of job promotion in shaping employee performance is influenced by several interrelated factors. Performance appraisal, competence, organizational culture, and motivation form part of the process, yet training before and after promotion often determines how well employees adjust to higher responsibilities. Without sufficient preparation, employees may face difficulties in meeting new job demands, which can weaken the expected improvement in performance following promotion. Ari Wibisono *et al.* (2022), in research conducted at Hotel Oria Central Jakarta, found that promotion linked with competence development through training and education produces stronger performance outcomes. Employees who receive structured training are more capable of handling technical and managerial demands in higher positions. This suggests that promotion decisions should not stand alone as formal career advancement, but should be accompanied by deliberate efforts to strengthen employee capability so that performance improvement after promotion becomes more consistent and sustainable.

3 | METHOD

This study uses a survey research design to examine how job promotion relates to employee performance in Indonesian deposit banks. Survey methods allow data to be collected directly from selected respondents who have experience relevant to the research focus. The study is directed toward major banking institutions in Indonesia, including Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Mandiri, Bank Central Asia (BCA), and Bank Syariah Indonesia (BSI), all of which play a dominant role in the national banking system.

The population consists of employees working in deposit banks who have received job promotions within the last one to three years. This requirement ensures that respondents are able to assess the effects of promotion based on real work experience rather than perception alone. Stratified sampling is applied to divide the population into groups based on job level (top management, middle management, and operational staff), work experience, and time elapsed since promotion. From each group, respondents are selected proportionally to maintain balanced representation across different employee categories. A total of 100 employees are included as respondents from the selected banks. The research framework is informed by previous studies, including Rofiq Noorman Haryadi, Denok Sunarsi *et al.* (2022), who examined promotion effects at PT Beringin Life, and Animun *et al.* (2017), who studied promotion practices at PT Bank Rakyat Indonesia (BRI). Both studies provide a reference point for understanding how promotion policies relate to employee performance outcomes in organizational settings.

Data in this study were collected using a structured questionnaire distributed to the selected respondents. The instrument was divided into two sections. The first section captured employees' perceptions of the job promotion

they had received, while the second section assessed employee performance through three indicators: productivity, job satisfaction, and organizational commitment. A five-point Likert scale was applied, enabling respondents to indicate their level of agreement from strongly agree to strongly disagree for each statement. Before full distribution, the questionnaire underwent validity and reliability testing through a pilot study involving 30 respondents, in line with Usman (2017), who applied a similar approach in examining performance appraisal and promotion practices.

The data collection process began with questionnaire preparation aligned with the research objectives, followed by instrument testing to ensure measurement accuracy. After revision and confirmation of the instrument quality, questionnaires were distributed to employees selected as respondents. Data collection was carried out both directly at bank branch offices and through online platforms for employees who were not physically present at the main office. Respondents completed the questionnaire based on their experience after receiving promotion, particularly in relation to changes in work responsibilities and their assessment of the promotion process. Each response was checked to ensure clarity and completeness before being processed for analysis.

After the data collection process is completed, the data will be analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive analysis will first be conducted to identify the characteristics of the sample and the distribution patterns of each variable. To test the proposed hypotheses, the study will apply multiple linear regression analysis. This approach is intended to measure the effect of job promotion on employee performance and to examine the statistical relationship between the independent variable (job promotion) and the dependent variable (employee performance). The analytical procedure follows approaches previously applied by Tarigan & Tarigan (2020) in research on organizational culture and job satisfaction, as well as by Ratnasari (2019) in examining the relationship between promotion practices and employee performance. Regression results will be used to assess whether job promotion positively influences employee performance in Indonesian commercial banks.

Several issues may affect the interpretation of the findings. First, the study focuses exclusively on large commercial banks in Indonesia, which may reduce the applicability of the results to organizations operating in different industries. Second, the sample only includes employees who received promotions within the past one to three years. Employees promoted outside that period were not included in the analysis. Third, the study depends on employees' self-assessments regarding promotion experiences and work performance. Such responses may be shaped by personal expectations, workplace satisfaction, or individual perceptions of fairness. Even so, the research is expected to clarify how promotion practices relate to employee performance within Indonesia's banking industry.

4 | RESULTS AND DISCUSSION

4.1 Results

Based on responses collected from 100 employees who received job promotions within the past one to three years at commercial banks in Indonesia, the multiple linear regression analysis indicates a positive and statistically significant relationship between job promotion and employee performance. Employees promoted to higher positions tended to report stronger productivity, improved job satisfaction, and higher commitment toward organizational goals. The findings also indicate that promotion opportunities may influence employees' motivation to maintain work quality and increase responsibility in daily tasks. Several respondents associated career advancement with greater professional recognition and stronger confidence in carrying out their duties. Overall, the regression results demonstrate that promotion practices are closely associated with employee performance across the participating banking institutions.

4.1.1 Factors Influencing Job Promotion in Indonesian Commercial Banks

Employees identified several factors that influence promotion decisions in Indonesian commercial banks. A majority of respondents (75%) stated that consistent work performance and the ability to achieve assigned targets were the strongest considerations in promotion practices. Many employees viewed promotion as closely linked to measurable results and individual responsibility in completing tasks. In addition, 70% of respondents believed that professional competence and the skills required for higher positions strongly affected promotion opportunities. Around 60% also considered prior experience in the banking industry and accumulated experience in current positions as influential factors. The responses indicate that promotion practices are generally associated with performance standards, capability, and professional experience within the organization.

Table 1: Factors Influencing Job Promotion

Statement	SA (%)	A (%)	D (%)	SD (%)	Mean	Std. Dev.
Consistently demonstrating high performance and achieving assigned targets is one of the main factors influencing job	37.4%	53.6%	9.0%	0%	2.28	1.02

promotion							
Possessing the skills and competencies required for higher positions is highly important for job promotion	27.3%	52.7%	19.9%	0%	2.33	1.17	
Accumulated experience in current roles and within the industry is often considered a significant factor in job promotion	31.7%	49.5%	18.8%	0%	2.06	0.76	

Source: Survey Results (2025)

Table 1 indicates that most respondents associate job promotion with employee performance, professional competence, and accumulated work experience in current positions. Promotion decisions were commonly viewed as being based on an employee’s ability to meet organizational expectations and manage greater responsibilities. The responses also suggest that career advancement is not perceived merely as recognition for past achievements, but as an assessment of an employee’s readiness to perform effectively at a higher level within the organization.

4.1.2 Effect of Job Promotion on Employee Performance

To examine the hypothesis on the relationship between job promotion and employee performance, multiple linear regression analysis was applied using work productivity, job satisfaction, and organizational commitment as performance indicators. The results indicate that job promotion shows a positive and statistically significant relationship with all three indicators.

1) Effect of Job Promotion on Work Productivity

Survey responses reveal that most employees experienced higher productivity after being promoted. About 75% of respondents reported increased motivation to work more efficiently and complete tasks with greater focus. The regression results confirm a statistically significant positive relationship between job promotion and work productivity ($p < 0.05$). This suggests that promotion is often followed by stronger effort and improved task execution.

2) Effect of Job Promotion on Job Satisfaction

Around 70% of respondents stated that receiving a promotion improved their level of job satisfaction. Many employees expressed a stronger sense of recognition and a clearer drive to achieve organizational targets. The regression results also indicate a significant positive relationship between job promotion and job satisfaction ($p < 0.05$). Employees who were promoted tended to report higher satisfaction, largely linked to recognition of prior performance and expanded career opportunities.

3) Effect of Job Promotion on Organizational Commitment

Findings show that job promotion is associated with stronger organizational commitment. Approximately 65% of respondents reported feeling more connected to their organization after being promoted. The regression analysis confirms a positive and statistically significant relationship between job promotion and organizational commitment ($p < 0.05$). Promoted employees also showed greater willingness to stay involved in organizational activities and carry additional responsibilities aligned with organizational goals.

4.1.3 Hypothesis Testing

The study tests the hypothesis that there is no significant effect of job promotion on employee performance in Indonesian commercial banks (H_01). Multiple linear regression analysis was applied, positioning job promotion as the independent variable and employee performance as the dependent variable, measured through work productivity, job satisfaction, and organizational commitment. The regression results show that job promotion has a statistically significant relationship with employee performance across all three indicators, each with a p-value below 0.05. These results lead to the rejection of H_01 , indicating that variations in promotion practices are associated with differences in employee performance levels among the sampled respondents.

Table 2: Summary of Regression Analysis

Model	R	R Square	Adjusted Square	R	F (df)	ANOVA Sig	Unstandardized Coefficient	t	p-value
	0.423	0.179	0.175		65.987 (3, 96)	0.000	(Constant) 52.341	4.531	0.000
							Job Promotion 1.342	9.254	0.000

Source: Survey Results (2025)

Table 2 indicates that job promotion is positively related to employee performance in Indonesian commercial banks. The correlation value ($R = 0.423$) points to a moderate positive association between the two variables. The coefficient of determination ($R^2 = 0.179$) shows that job promotion accounts for 17.9% of the variation in employee performance, while the remaining 82.1% is linked to other factors outside the model. The ANOVA result confirms that the regression model is

statistically significant ($p = 0.000$), meaning job promotion is associated with changes in employee performance among the surveyed respondents.

4.2 Discussion

This study indicates a clear relationship between job promotion and employee performance in Indonesian commercial banks. Improvements appear in work productivity, job satisfaction, and organizational commitment after employees receive promotions. Many respondents reported higher motivation and stronger work output once they moved into higher positions. These findings are consistent with earlier studies that show similar patterns between promotion and performance. However, the results also suggest that promotion outcomes vary depending on how employees adjust to new responsibilities and workplace demands. This implies that career advancement alone does not automatically ensure better performance, as individual readiness and working conditions play a role in shaping results.

Most employees who received promotions reported higher motivation and improved work efficiency after moving into higher positions. Many linked promotion with additional responsibilities that required greater effort, sharper focus, and more consistent task completion. This pattern suggests that promotion can influence work behavior, especially when employees perceive a clear connection between performance and career advancement. It aligns with Vroom's Expectancy Theory, which explains that effort tends to increase when individuals believe their performance will lead to valued outcomes. Fernando (2022) also found that performance-based promotion systems improve employee output because workers view recognition as directly tied to measurable results, which encourages more consistent performance over time.

Job satisfaction followed a similar pattern among employees who received promotions. A considerable number of respondents reported higher satisfaction after moving into higher positions, mainly due to recognition of prior performance and a clearer sense of career direction. Many also associated promotion with increased responsibility and improved trust from the organization, which influenced how they evaluated their work experience. Herzberg's Two-Factor Theory helps explain this response, particularly through motivator aspects such as recognition, responsibility, and advancement opportunities. Suci Rohmaning (2022) reported similar findings in the banking sector, where fair and performance-based promotion practices were linked to stronger satisfaction levels. The results in this study are consistent with that view, showing that how employees perceive fairness in promotion decisions strongly affects their level of satisfaction and their attitude toward their work.

Organizational commitment also increased among employees who received promotions. Many respondents described a stronger attachment to their organization and a greater sense of responsibility in carrying out their duties. Around 60% reported higher loyalty after promotion, indicating that career advancement can strengthen the relationship between employees and the organization over time. This suggests that promotion is linked not only to job performance but also to how employees interpret their role within the workplace structure. Maharani (2020) reported similar findings, showing that promotion can reinforce employee loyalty. The results in this study align with that view, as promoted employees tended to express stronger commitment and a more stable intention to remain within the organization in the long term.

Even so, the effect of promotion is not uniform across all employees. Readiness to handle new responsibilities appears to play a decisive role. Employees who entered new roles with adequate preparation and training showed better adjustment and stronger performance. Those who lacked preparation often experienced difficulty in adapting to increased demands. Sari *et al.* (2020) also emphasized the importance of structured development activities in helping employees adjust to new roles. This suggests that promotion alone is not enough; preparation before and after promotion shapes how well employees perform in higher positions. Managerial support also matters. Employees who received guidance from supervisors tended to adjust more smoothly and maintain stable performance levels. Fabrini (2020) similarly found that supportive work environments and relevant training improve outcomes after promotion.

The findings align with earlier studies such as Ratnasari (2019) and Hasibuan *et al.* (2021), which both reported a positive relationship between job promotion and employee performance across different organizational settings. These consistent results indicate that promotion is often associated with better work outcomes, particularly when decisions are based on clear performance standards. The results also suggest that promotion does not only reflect recognition of past achievement, but may also influence how employees approach their responsibilities after moving into higher positions. Work behavior tends to shift when job demands increase alongside new authority and expectations. At the same time, the effect of promotion appears closely linked to employee readiness and the support provided within the organization. Without adequate preparation and guidance, improvements in performance after promotion may weaken over time rather than remain stable.

5 | CONCLUSIONS AND FUTURE WORK

The findings indicate that job promotion has a clear positive effect on employee performance in Indonesian commercial banks. Employees who were promoted reported higher work productivity, stronger job satisfaction, and increased organizational commitment. These changes suggest that promotion influences not only how employees perform their tasks, but also how they perceive their work and their relationship with the organization. Readiness to take on new responsibilities and the quality of managerial support appear to shape how well employees adjust after promotion. Those who entered new roles with adequate preparation and training generally adapted more effectively and showed stronger performance. In contrast, employees who lacked preparation or guidance often struggled to meet new expectations, which affected their work outcomes. These findings point to the need for promotion practices that are based on clear and fair assessment, combined with structured training and consistent support after promotion. Without these conditions, the positive effects of promotion may not be fully realized. A fair and well-managed promotion process also appears to strengthen employee loyalty and long-term commitment to the organization.

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