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## ANALYSIS OF JOB PROMOTION AND JOB ROTATION ON EMPLOYEE PERFORMANCE AT BANK SYARIAH INDONESIA KARAWANG

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### Abstract

**Purpose:** This study aims to analyze the impact of promotion and work rotation on employee performance at Bank Syariah Indonesia Karawang

**Research Methodology:** Using qualitative descriptive methods, the research involved interviews, observation, and documentation, with a total of three respondents interviewed.

**Results:** The findings reveal that promotions at Bank Syariah Indonesia Karawang are guided by the Employee Information System (SIP) and Key Performance Indicators (KPI), with a significant emphasis on employee performance and honesty. It was noted that promotions are determined by experience rather than seniority. Additionally, the job rotation system considers the length of an employee's work period; those with longer tenures are more likely to be recommended for rotation. Factors influencing this system include work duration, organizational needs, and overall performance. The study also identified differences in responsibility, adaptation to new environments, and the ability to maintain performance, all of which contribute to career advancement.

**Limitations:** The research is limited by a small sample size and its focus on a single location, which may impact the generalizability of the findings

**Contribution:** This research underscores the importance of enhancing transparency and objectivity in the promotion process by strengthening the use of employee information systems and KPIs in performance evaluations.

**Keywords:** Position Promotion, Job Rotation, KPI, Bank Syariah Indonesia Karawang



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## 1. INTRODUCTION

A bank is a business entity that collects funds from the public in the form of savings and distributes them to the public in the form of credit or other services in order to improve the standard of living of the people (Sumarna, 2019:120). Sharia banks are financial institutions

that operate based on sharia principles. There are two types of sharia banks, namely sharia general banks and sharia people's financing banks. In early February 2021, PT Bank Syariah Indonesia Tbk (BSI) was officially established through a merger consisting of three sharia banks owned by State-Owned Enterprises (BUMN), namely Bank Syariah Mandiri (BSM), Bank BNI Syariah (BNIS), and Bank BRI Syariah (BRIS). The level of success of a company is highly dependent on employee performance in the company can experience a positive impact because employees who have a good level of performance on the productivity and profitability of the company. To achieve this, companies often take various strategies, including job promotions. Job promotion involves shifting employees from a lower position or location to a higher position or location, with the provision of additional tasks, responsibilities, and powers compared to the previous position. (Sigian, 2019). This job rotation is the transfer of individual jobs in a company at the same level from a previous position to another position. (Azhari et al., 2018). In a highly competitive business environment, including the management of Bank Syariah Indonesia (BSI) Karawang, job promotions and job rotations are often carried out as part of efforts to improve the quality of work efforts. Employees who have achieved targets and performed well have the potential to get job promotions and job rotations. However, the problems that occurred at Bank Syariah Indonesia Karawang in 2023 included that only one person received a promotion and job rotation. This raises questions about transparency and openness in the performance appraisal process and decision-making by company leaders, due to lack of target achievement, education problems, or other factors. This raises doubts about the reasons behind the selection of only one individual. Therefore, it is important for leaders to provide more opportunities for other employees to be promoted. In addition, promotions and job rotations are not carried out in the same scope/division. There are several impacts that may occur, one of which is the obstruction of work due to relying on only one person in the work.

The following is an example of employee performance criteria. This is also a job promotion criterion at Bank Syariah Indonesia Karawang:

**Table 1.** Employee performance criteria

<b>Key Performance Indicator (Small Medium Enterprise Relationship Manager)</b>
Disbursement of business banking financing (million)
Growth of new business banking customers (NOA)
Acquisition of special account customers min.1 per month (NOA)
Growth of funds per year (million)
NPF (%)
Col.2 (%)
FBI – BBG (million)
Recovery Ex-WO (million)
Number of registered users & active MSM
IDP
Learning Culture

The objectives of this study are: 1. To find out how the system and factors of job promotion at Bank Syariah Indonesia Karawang. 2. To find out whether seniority is a factor in job promotion at Bank Syariah Indonesia Karawang. 3. To find out how the system and factors

that influence job rotation at Bank Syariah Indonesia Karawang. 4. To find out the differences in employee performance that have been promoted and rotated.

## 2. LITERATURE REVIEW AND CONCEPTUAL PROPOSITIONS AND MODEL SYNTHESIS

### 2.1. Literature Review

#### a. Management

Management is a process consisting of planning, organizing, directing and controlling activities carried out to achieve set goals through the utilization of human resources and other resources (George R. Terry, 2020).

From the definition of management according to the experts above, it can be concluded that management is a process of planning, organizing, directing, and controlling activities that involve resources in achieving goals that are carried out effectively and efficiently.

#### b. Human Resource Management

Human Resource Management is a combination of knowledge and skills designed to manage worker interactions and roles effectively, so that they can achieve company goals, pay attention to employee interests, and have a positive impact on society. (Hasibuan, 2019:10).

From the description above, it can be concluded that Human Resource Management is an activity that includes planning, organizing, developing, compensating, knowledge, abilities, and skills that involve human resources to achieve company goals individually or in groups.

#### c. Applied Theory

##### 1. Job Promotion

Promotion means moving from one position to another position that has a higher status and responsibility. Usually a higher transfer is accompanied by an increase in salary/wage, although this is not always the case (Hasibuan, 2020:108). Promotion is one of several types of career development, getting a promotion is the dream or goal of an employee who has good work performance (Puspasari & Satya, 2019). Based on the description above, job promotion is a transfer of work position from one position to a higher position, which is also one of the career developments of a worker. This job transfer is usually accompanied by an increase in salary or wages.

##### *Purpose of Job Promotion*

According to Malayu S.P. Hasibuan (2021) promotion includes several aspects, including: 1) Improving and increasing employee work enthusiasm, 2) Expanding experience and increasing employee knowledge in various job fields by moving their positions to higher levels, 3) Ensuring staff stability that supports the achievement of company goals, 4) Providing greater abilities, positions, and service rewards to high-performing employees, 5) Improving careers, 6) Filling vacant positions, 7) Stimulating or motivating employees to be more enthusiastic about working, 8) Facilitating recruitment of workers.

##### *Dimensions and Indicators of Job Promotion*

The dimensions and indicators of job promotion according to Alex. S Nitisemito (2019) include: 1) Honesty, 2) Discipline, 3) Work Achievement, 4) Cooperation, 5) Skills, 6) Loyalty, 7) Leadership, 8) Communicative, 9) Education.

## **2. Job Rotation**

Job rotation is the change of position or position of an employee from one task to another. When one activity is no longer challenging, the employee is transferred to another job, usually at the same level of work and also has the same requirements (Indriyanti, 2022). Robbins & Judge (2022) argue that job rotation is defined as the periodic transfer of employees from one task to another with the condition that the employee has legal activities and complies with the same ethical standards, requirements, and skills. Job rotation is defined as the activity of exchanging or transferring employees from different jobs than before, either to new places or new responsibilities.

From the description above, it can be concluded that it is a change in the position or position of an employee from one task to another periodically with the aim of developing abilities, increasing job satisfaction, and expanding work experience. This is done by ensuring that the activity is legal, complies with the same ethics and requirements, and has the potential to improve employee skills.

### **Job Rotation Objectives**

According to Kaymaz (2019) the objectives of job rotation are to reduce boredom, prepare employees for a better management system, increase productivity, and improve knowledge and skills.

### **Job Rotation Dimensions and Indicators**

The dimensions and indicators of job rotation according to Edwan (2022) include; 1) Experience, 2) Knowledge, 3) Needs, 4) Work Performance, 5) Responsibility

## **3. Employee Performance**

According to Malia (2018) performance is the work results achieved by individuals or groups in an organization, in accordance with their respective authorities and responsibilities to achieve organizational goals, not violating the law and in accordance with morals and ethics. Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019:75)

From the explanation above, it can be concluded that the definition of employee performance includes achievements achieved from work carried out by individuals or groups in the organization, in line with duties, responsibilities, morals, and ethics, and by upholding the principle of not violating the law. The focus is on what is done and the method of implementation to achieve organizational goals.

### **Employee Performance Objectives**

According to Fahmi (2019) states that employee performance objectives include 1) Achieving achievable improvements in organizational performance, 2) Acting as a driver of change in developing a performance-oriented culture, 3) Increasing employee motivation and commitment, 4) Developing structured and open relationships between individuals and managers in a dialogue process that is linked to the work being carried out.

### **Employee Performance Dimensions and Indicators**

The dimensions and indicators of employee performance according to Robbin in Anwar Prabu Mangkunegara (2022) include: 1) Work Quality, 2) Work Quantity, 3) Responsibility, 4) Cooperation, 5) Initiative.

## 2.2. Conceptual Propositions And Model Synthesis

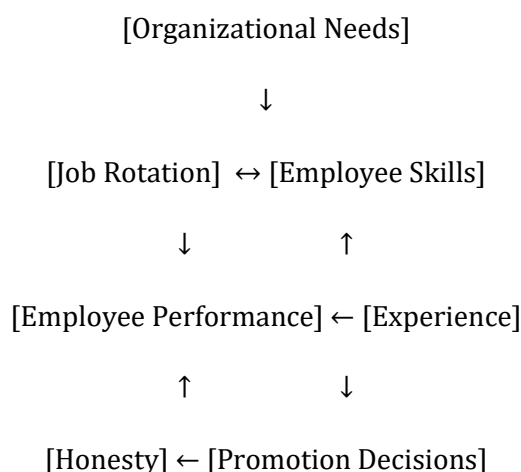
In this section, we will outline the conceptual propositions that emerge from the research findings and synthesize these into a coherent model that illustrates the relationships among key variables related to position promotions, job rotation, and employee performance at Bank Syariah Indonesia Karawang.

### Conceptual Propositions

1. **Proposition 1: Promotion Positively Influences Employee Performance.** Employees who receive promotions experience increased motivation and responsibility, leading to improved performance outcomes.
2. **Proposition 2: Job Rotation Enhances Employee Skills and Performance.** Job rotation provides employees with diverse experiences, enhancing their skills and adaptability, which positively affects their overall performance.
3. **Proposition 3: Experience is a More Significant Factor than Seniority in Promotions.** The promotion process at Bank Syariah Indonesia emphasizes employee experience and performance rather than just tenure, leading to merit-based advancement.
4. **Proposition 4: Honesty is a Key Factor in Promotion Decisions.** Employees who demonstrate honesty are more likely to be considered for promotions, as integrity is valued in the organization's culture.
5. **Proposition 5: Organizational Needs Drive Job Rotation Decisions.** The decision to rotate employees is influenced by the current needs of the organization, ensuring that employee placements align with strategic goals.

### Model Synthesis

The synthesis of these propositions into a conceptual model can be represented as follows:



**Fig 1.** Model Synthesis

Based figure 1, we can Explanation of the Model:

1. **Organizational Needs:** The model begins with the organization's strategic requirements, which influence decisions regarding job rotation. This ensures that workforce capabilities align with current business demands.



2. **Job Rotation:** As employees are rotated based on organizational needs, they gain diverse experiences that enhance their skills, contributing to improved employee performance.
3. **Employee Skills and Experience:** The skills developed through job rotation and the experience gained over time influence overall employee performance. These two elements are interconnected, as enhanced skills often lead to broader experience.
4. **Promotion Decisions:** The model highlights that promotions are influenced by both the honesty of employees and their performance. Employees who demonstrate integrity and strong performance are more likely to be promoted.
5. **Employee Performance:** Ultimately, the model suggests that employee performance is the culmination of effective job rotation, skill development, experience, and the promotion process, all underpinned by the organizational culture that values honesty.

### 3. RESEARCH METHODOLOGY

This study uses a qualitative approach and descriptive methods as the basis for its research. According to Moleong (2022), qualitative research is a study that intends to understand an event about what is experienced by the research subject such as behavior, perception, motivation, actions and others as a whole and by describing it in the form of words or language, in a specific natural context by utilizing various natural methods. The data used is through observation and interviews. The researcher acts as the main instrument in the data collection and analysis process, using interviews as a way to obtain qualitative data from the subject. By using this method, researchers can explore new concepts and theories, and gain a deeper understanding of the phenomenon being studied and data analysis is qualitative, focusing more on understanding meaning.

#### ***Research Object***

This research was conducted directly at Bank Syariah Indonesia Karawang which is located at Ruko Kertabumi Jl. Kertabumi No. A01, Karawang Kulon, Kec. West Karawang, Karawang, West Java 41311.

#### ***Data Collection Method***

The researcher used interview, observation, and documentation methods as data collection techniques. The interview process is carried out with related parties who are related to the research issue. Interviews are described as verbal interactions between researchers (individuals seeking information) and informants (sources considered to have relevant information related to an object). (Beger in Kriyantono, 2020, p. 289).

#### ***Data Analysis Techniques***

The data analysis stage is a structured step in exploring and compiling information obtained through the interview process, direct observation, and document collection. This process includes classifying data into groups, dividing it into parts, synthesizing, organizing patterns, selecting relevant information, and concluding that can be understood by researchers and other parties (Sugiyono, 2018). It can be concluded that the method used in this study is a descriptive qualitative data analysis method. Qualitative data analysis techniques are generally divided into 3 steps, namely:

1. Data Reduction
2. Data Display
3. Drawing Conclusions and Data Verification

### **Data Instruments**

Research instruments are devices used to measure natural phenomena or research objects, as explained by Sugiyono (2019: 102). The author uses various data collection methods such as conducting interviews, observations, and documentation in the information collection process. The tools used in qualitative studies or searches are interviews, observations, and documentation, the output of which will produce detailed explanations and be expressed in writing or words.

## **4. RESULTS AND DISCUSSIONS**

### **4.1. Results**

The author conducted interviews with 3 sources, namely Mr. Erwin (Branch Head), Mrs. Fitri (BOSM) and Mrs. Asri (Operational Staff). In addition, the author also conducted an evaluation using a questionnaire with 25 respondents.

#### **Job Promotion (X1)**

**Table 2.** Interview Results

No	Source	Question	Answer
1	Erwin Levianto (Branch Head)	1. How is the system and factors that influence job promotion at Bank Syariah Indonesia Karawang? 2. Is the seniority policy a determining factor in job promotion at Bank Syariah Indonesia Karawang?	1. For the system at Bank Syariah Indonesia Karawang, seen from the SIP (Employee Information System). There are many data about employees such as absences, leave, overtime, information as employees and personal information. Each employee is asked to fill in the KPI at the beginning of each year. This KPI concerns our targets for the next 1 year. After that in January, employees fill in the PA or Performance Appraisal. Well, this PA is their achievement. At Bank Syariah Indonesia Karawang there is also a PL or Performance Level, from PL 1 - PL 5, PL 1 is the best. For example, from the KPI he achieved a lot, he can get PL1. Based on this assessment, he can be proposed for promotion or promotion. 2. Not seen from seniority, but experience. Experience also takes time, maybe there is seniority too but it is not the main determinant. If for example the performance is also good, it can be promoted first.

No	Source	Question	Answer
2	Fitri Punden Asih (BOSM)		<p>1. Overall the system refers to the center. For Bank Syariah Indonesia there is SIP (Employee Information System) there is a lot of information about employees, there is a job desk, annual assessment, assignment letter, and much more. For the most influential factor of achievement or performance results.</p> <p>2. Not seen from seniority. But seen from work experience and performance.</p>
3	Asri Pertiwi (Operational Staff)		<p>1. For promotion, it is seen from performance. As for the system that decides the center.</p> <p>2. No, everyone can be promoted. If it turns out that their performance for a year or two is good, they can be promoted.</p>

Based on interviews with sources from Bank Syariah Indonesia Karawang, it was revealed that the job promotion system is supported by the Employee Information System (SIP) and Key Performance Indicator (KPI). The Employee Information System plays a key role in the employee performance evaluation process, while Key Performance Indicators are used as parameters to assess individual achievements. Thus, employee performance is the main factor in determining job promotions. Interviews also revealed that seniority is not the main factor in job promotion policies at Bank Syariah Indonesia Karawang. In this case, experience and work achievements are more important.

Table 3. Job Promotion Pre-survey

No	Statement	Answer					Amount
		STS	TS	KS	S	SS	
Honesty							
1	I am always honest in carrying out my duties	-	-	-	8	17	25
2	I am able to manage the position given by the company.	-	-	-	12	13	25
Dicipline							
3	I am able to carry out the tasks given by the company.	-	-	-	13	12	25
4	I can obey the regulations in the company.	-	-	-	11	14	25
Work performance							



No	Statement	Answer					Amount
		STS	TS	KS	S	SS	
5	I am able to achieve work results according to targets	-	-	-	14	11	25
<b>Cooperation</b>							
6	I am able to work collaboratively with my other co-workers.	-	-	-	13	12	25
7	I can receive information well from superiors and co-workers.	-	-	-	10	15	25
<b>Skills</b>							
8	I have a creative, innovative attitude and am competent in carrying out my duties.	-	-	-	16	9	25
<b>Loyalty</b>							
9	I have a high level of loyalty, both to my co-workers and the company.	-	-	-	9	16	25
<b>Leadership</b>							
10	SI have leadership qualities.	1	-	1	14	9	25
<b>Communicative</b>							
11	I am able to communicate two-way	-	-	2	13	10	25
12	I am able to communicate actively	-	1	1	14	9	25
<b>Education</b>							
13	I have an official educational certificate that matches the job requirements.	-	3	1	14	7	25
<b>Amount</b>		<b>1</b>	<b>4</b>	<b>5</b>	<b>161</b>	<b>154</b>	<b>325</b>

The pre-survey results show that the level of honesty is identified as a factor that has a significant influence on the job promotion process, as reflected in the highest score obtained. In this context, honesty is considered a highly valued quality and is recognized as the main basis for decision-making related to promotions.

Based on the interview results in table 2 and the pre-survey in table 3, it can be concluded that job promotions at Bank Syariah Indonesia Karawang are based on employee performance evaluations through the Employee Information System (SIP) and Key Performance Indicators (KPI). Honesty and performance factors are identified as the main criteria in the promotion process, recognized as highly valued qualities and are the main basis for decision-making related to promotions.

**Job Rotation (X2)****Table 4.** Interview Results

No	Resource Person	Question	Answer
1	Erwin Levianto (Branch head)	How the system and factors influence job rotation at Bank Syariah Indonesia Karawang	For job rotation, there is always, dynamic. Usually seen from the length of service, for example, it has been 3-5 years, then it can be proposed for transfer or rotation. If the factors are first from the length of service, the needs of the organization.
2	Fitri Punden Asih (BOSM)		Seen from the length of service, how long has he occupied a certain position. If he has been in that position too long, he can be transferred. This also depends on the needs of the company.
3	Asri Pertiwi (Operational Staff)		Can be seen from performance, or depends on the needs of the company.

Based on the results of interviews with sources from Bank Syariah Indonesia Karawang, it can be concluded that the job rotation system in the institution is designed by considering the length of service of employees. If an employee has held the same position for a period of 3-5 years, then he has the opportunity to be proposed for job rotation. Other factors that are considered in the job rotation policy at Bank Syariah Indonesia Karawang are employee performance and company needs. By combining these two factors, the institution seeks to create a rotation system that not only provides development opportunities for employees but also meets the dynamic needs of the company.

**Table 5.** Pre-survey Job Rotation

No	Statement	Answer					Amount
		STS	TS	KS	S	SS	
Experience							
1	Employee experience affects employee performance results	-	2	-	16	7	25
Knowledge							
2	Job rotation can increase knowledge and insight	-	-	-	14	11	25
3	Job rotation can increase knowledge and skills	-	-	-	15	10	25

No	Statement	Answer					Amount
		STS	TS	KS	S	SS	
Need							
4	Job rotation is done to cover vacant positions	-	1	2	15	7	25
5	Able to work according to the company's needs.	-	1	-	13	11	25
Work performance							
6	Job rotation placement is adjusted to employee work performance	-	1	-	15	9	25
Responsibility							
7	Newly appointed employees will receive greater responsibilities.	-	1	3	13	8	25
8	I am able to be accountable for my work results.	-	-	-	12	13	25
Amount			6	5	113	76	200

From the results of the pre-survey that has been conducted, it can be seen that employee work experience has a significant impact on their performance results. This is reinforced by the fact that the highest score in the survey indicates a positive correlation between the level of experience and employee performance.

Based on the interview results in table 4 and the pre-survey in table 5, it can be concluded that the job rotation system at Bank Syariah Indonesia Karawang takes into account the length of service, performance, and company needs. Employee experience is recognized as a significant factor in performance results, however, the job rotation approach still needs to be explained more to employees who may disagree or disagree with certain aspects related to job rotation at the institution.

### *Employee Performance (Y)*

**Table 6.** Interview Results

No	Resource Person	Question	Answer
1	Erwin Levianto (Branch head)	Is there a difference in the performance of employees who have been promoted and rotated?	Yes, there must be. Because the responsibilities and workload given are greater, there must be changes. In addition, to maintain a career and career advancement.
2	Fitri Punden Asih (BOSM)		Performance must be improved in order to survive there if promoted because of career levels. There must be differences.

No	Resource Person	Question	Answer
3	Asri Pertiwi (Operational Staff)		There are, there are differences. What is certain is that the work, environment, skills are different. The adaptation is also different, the targets are also different. So there are differences in dealing with all of that.

From the interview results above, it can be concluded that employees who have been promoted and rotated have differences in their performance to maintain career levels. In addition, there are also differences in responsibilities, workloads, and must be able to adapt to the environment.

**Table 7.** Pre-survey Employee Performance

No	Statement	Answer					Amount
		STS	TS	KS	S	SS	
Quality of Work							
1	I am continuously trying to improve the quality of my work	-	-	-	10	15	25
2	I have achieved the standards set by the company in terms of the quality of the work I do.	-	-	-	16	9	25
Quantity							
3	I always succeed in achieving the targets set in carrying out the work that I handle	-	-	-	17	8	25
4	Employees can complete tasks that exceed the number set	1	-	1	16	7	25
Punctuality							
5	I can complete the tasks and work given on time	-	-	-	16	9	25
6	I always arrive on time when working	-	-	-	14	11	25
Effectiveness							
7	I prioritize effectiveness in every work activity I carry out and run	-	-	1	14	10	25
8	I am able to work effectively and have a high work spirit	-	-	-	12	13	25
Independence							
9	I try to complete the tasks given by the company myself	-	-	5	13	7	25

Amount	1	-	7	128	89	225
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Based on the results of the previous pre-survey, it can be concluded that the majority of employees agree with the statement that they consistently achieve the targets that have been set in carrying out their duties, which is reflected in the highest scores obtained. Based on the combined results of the interviews in table 6 and the pre-survey in table 7, it can be concluded that promotion and job rotation contribute to changes in employee performance, especially in terms of taking on greater responsibilities.

#### **4.2 Discussions**

##### ***Job Promotion System and Factors at Bank Syariah Indonesia Karawang***

Based on the results of interviews and pre-surveys, it can be concluded that the job promotion system at Bank Syariah Indonesia Karawang uses the Employee Information System (SIP) and refers to the Key Performance Indicator (KPI). Job promotion factors are based on employee performance and employee honesty.

##### ***Seniority Policy in Job Promotion***

Based on the results of interviews and pre-surveys, it can be concluded that job promotion policies are identified not based on seniority, but on aspects of experience. Although time in an organization can provide employees with some experience, seniority is not considered a major factor in determining career advancement.

##### ***Job Rotation System and Factors at Bank Syariah Indonesia Karawang***

Based on the results of interviews and pre-surveys, it can be concluded that the job rotation system implemented is based on several factors, especially employee length of service. If an employee has spent too long in a position, the company will rotate to provide opportunities for development and renewal in duties and responsibilities. In addition, rotation decisions are also influenced by company needs and employee performance evaluations, which means that job rotation is not only intended to prevent employee boredom/boredom at work, but also to ensure placement that is in accordance with organizational needs and individual abilities.

##### ***Performance of Promoted and Rotated Employees***

Based on the results of interviews and pre-surveys, it can be concluded that job promotions bring significant changes in employee careers. Job promotions not only change tasks and responsibilities, but also affect other aspects of employee careers, employee performance, increased knowledge and skills.

#### **LIMITATION AND STUDY FORWARD**

##### **Limitations**

The study involved a limited number of respondents (three main interviewees), which may not fully represent the diverse perspectives of all employees at Bank Syariah Indonesia Karawang. A larger and more varied sample could provide a more comprehensive understanding of the phenomena studied. As a qualitative study, findings are based on subjective interpretations of interview data. While this provides depth, it may limit generalizability to other contexts or organizations outside of Bank Syariah Indonesia.

Interviewees may have provided socially desirable responses, especially regarding sensitive topics such as honesty and promotions. This could affect the authenticity of the data

collected. The research is specifically focused on one organization (Bank Syariah Indonesia Karawang), which may limit the applicability of findings to other banks or sectors within The study captures a snapshot in time and may not account for changes in organizational policies, market conditions, or employee dynamics that could influence the outcomes of promotions and job rotations in the future.

### Future Research Directions

Future research should include a larger and more diverse sample across different branches or other banks to enhance the generalizability of findings. Comparative studies between conventional banks and Islamic banks could also yield valuable insights. Conducting longitudinal studies would help examine changes over time in employee performance, job satisfaction, and organizational effectiveness post-promotion and job rotation. Incorporating quantitative methods, such as surveys with larger sample sizes, could complement qualitative findings and allow for statistical analysis of trends and correlations among variables.

Future studies could delve deeper into the organizational culture at Bank Syariah Indonesia, particularly how it influences employee behavior, performance, and perceptions of fairness in promotions. Investigate how external factors, such as economic conditions, regulatory changes, or technological advancements, affect promotion and job rotation processes in the banking sector. Future research could explore the impact of promotions and job rotations on employee well-being and job satisfaction, providing a holistic view of the effects of these HR practices.

### 5. CONCLUSION

Based on the reading above, it can be concluded that:

- 1) Job promotion at Bank Syariah Indonesia Karawang uses the Employee Information System (SIP) and refers to the Key Performance Indicator (KPI) and influencing factors seen from employee performance and honesty
- 2) Job promotion at Bank Syariah Indonesia Karawang is identified not based on seniority, but on experience
- 3) The job rotation system at Bank Syariah Indonesia Karawang is seen from the employee's length of service, if the length of service has been long, job rotation can be suggested. Factors that influence job rotation are length of service, organizational needs and performance
- 4) There are differences including greater responsibility, adaptation to new environments, and being able to maintain performance for career advancement.

Based on the conclusions above, there are several suggestions including:

1. Strengthening the use of employee information systems and KPIs in performance assessments, their use needs to be increased so that the promotion process becomes more transparent and objective.
2. Improving communication regarding seniority policies that are not the main factor in promotion. It is recommended to be more open in conveying criteria that are focused on experience.
3. Consideration of skills development programs to support job rotation.

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