



PENGARUH PENGEMBANGAN KARIR DAN PENILAIAN PRESTASI KERJA TERHADAP PROMOSI JABATAN PEGAWAI DI PT. BNI (BANK NEGARA INDONESIA) MEDAN

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Abstract

Rumusan masalah dalam kegiatan ini adalah bagaimana pengaruh Career Development terhadap Position Promotion pegawai di PT. BNI (Bank Negara Indonesia) Medan, bagaimana pengaruh penilaian prestasi kerja terhadap Position Promotion pegawai di PT. BNI (Bank Negara Indonesia) Medan, bagaimana pengaruh penilaian prestasi kerja dan Career Development terhadap Position Promotion pegawai di PT. BNI (Bank Negara Indonesia) Medan. Hasil kegiatan ini menjelaskan bahwa Career Development berpengaruh positif dan signifikan terhadap Position Promotion, penilaian prestasi kerja berpengaruh positif dan signifikan terhadap Position Promotion, Career Development dan Position Promotion berpengaruh positif dan signifikan Position Promotion pegawai.

Kata Kunci : Perkembangan Karier, Promosi Jabatan Promosi Jabatan.

THE EFFECT OF CAREER DEVELOPMENT AND WORK PERFORMANCE ASSESSMENT ON EMPLOYEE POSITION PROMOTION AT PT. BNI (BANK STATE OF INDONESIA) MEDAN

Abstract

The problems addressed in this study are: how Career Development affects employee Position Promotion at PT. BNI (Bank Negara Indonesia) Medan; how performance appraisals affect employee Position Promotion at PT. BNI (Bank Negara Indonesia) Medan; and how performance appraisals and Career Development affect employee Position Promotion at PT. BNI (Bank Negara Indonesia) Medan. The results of this activity explain that Career Development has a positive and significant effect on Position Promotion, performance appraisal has a positive and significant effect on Position Promotion, and Career Development and Position Promotion have a positive and significant effect on employee Position Promotion.

Keywords: Career Development, Promotion Position Promotion.

INTRODUCTION

Human resources have an important role in company activities, because after all the progress and success of a company cannot be separated from the role and ability of good human resources. Employees are people who work in a company or in a government agency or business entity and receive wages for their services. In a company's operational





system, the potential of human resources is essentially one of the capital and plays a crucial role in achieving company goals. Therefore, companies need to manage human resources as well as possible.

Position Promotion Promotion is part of a company's placement program. Employee placement is carried out by adapting to the company's needs, specifically in planning to find the right people for the right positions. With promotion targets, employees will feel valued, cared for, needed, and recognized for their work abilities by company management, leading to high output and enhanced performance within the company.

Performance appraisals also influence employee promotion. Performance is a crucial factor in supporting a person's success, both personally and as a member of an organization/institution. Performance is the result of a person's work behavior in carrying out work activities. Information about an employee's performance cannot be obtained simply, but rather through a lengthy process, namely the employee performance appraisal.

Work performance has an influence on Position Promotion and this is in accordance with the results of research conducted by Uchwal (2019) entitled *The Influence of Work Performance on Position Promotion at PT PLN (Persero) South Sulawesi, Southeast Sulawesi and West Sulawesi Regions*, which concluded that work performance has a significant influence on Position Promotion at PT PLN (Persero) South Sulawesi, Southeast Sulawesi and West Sulawesi Regions.

IMPLEMENTATION METHOD

The location of the author's research is PT. BNI (Bank Negara Indonesia) Medan, located at Jalan Medan - Tanjung Morawa 16, Deli Serdang Regency, North Sumatra Province. The research objects are Career Development as variable X1 and work performance as variable X2, and Position Promotion as variable Y.

RESULTS AND DISCUSSION

Simply put, a promotion can be defined as a raise. Promotions are "a form of motivation for employees to demonstrate their outstanding performance." So, a promotion is a raise, in this case, a promotion in position or rank that an employee receives within the company where they work.

Promotion is a transfer from one position to another higher position as a reward for good work performance, long service life and so on. "Promotion is when an employee is transferred from one job to another where the responsibility is greater, the level in the hierarchy is higher and the income is also greater." Based on the definition of promotion, it can be concluded that promotion is a transfer from one position to a higher position which is followed by greater responsibility and an increase in salary/wages.

Promotions given to employees are carried out by management by looking at their work performance. Every company always pays attention to and assesses the work results of each employee, and demands that they always work well according to expectations so that the company's goal can be obtained, namely profit.





If an employee's performance is inadequate or does not meet expectations, this is a loss for the company. As an effort to motivate employees, promotions or raises are offered. For those who are less successful in carrying out their duties, one alternative is to place them in another work unit that is considered faster. This is because when the employee is accepted by the company in question, management may need an employee in a specific work unit, but the applicant is from a different work unit than the one needed. Due to a shortage of workers, they accept these applicants, resulting in the expected work results not being met properly.

New employees who have completed the orientation program must immediately find employment that matches their talents and skills. One of the HR functions that handles this is employee placement. Employee placement means allocating employees to specific work positions, particularly for new employees. Existing employees who have already held positions or jobs are also targeted by the employee placement function, meaning they can retain their positions or move them to other positions.

A promotion occurs when an employee is moved from one job to another with higher pay, responsibility, and/or level. Promotion plays a crucial role for every employee and is often a highly anticipated goal. Promotion signifies trust and recognition of the employee's abilities and skills to occupy a higher position. Thus, promotion provides employees with increased social status, authority, responsibility, and outcomes. If every employee is given the opportunity to be promoted based on the principles of fairness and objectivity, employees will be motivated to work hard, be enthusiastic, and be disciplined, and achieve their work performance, thereby optimally achieving company goals.

Career Development is an employee activity that helps employees plan their future careers in the company so that the company and the employee concerned can develop themselves optimally. The term career has been used to refer to people in their respective roles or statuses. Career Development is an employee's personal efforts to achieve a career plan. Career Development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job or position. Career development is a condition that indicates an increase in a person's status in an organization on a career path that has been established in the organization concerned.

Based on the above opinion, it can be concluded that various parties are involved in employee career development: the employee themselves, the department that manages the employee, and the employee's supervisor. A career is a means that provides an opportunity for individuals to plan their careers by aligning their skills, desires, and goals with the company's needs and objectives. Career development itself has a direction and options that will provide each employee with the opportunity to develop their career as long as that direction reflects their goals and abilities.

Job performance is a crucial part of the entire employee development process. The importance of rational and objective assessments is evident in at least two areas of concern: the employee's own interests and the organization's. For employees, these assessments serve as feedback on various aspects of their abilities, weaknesses, and potential, which in turn helps determine their goals, paths, plans, and career development.





For organizations, employee performance appraisals are crucial in decision-making on a variety of issues, including identifying educational and training program needs, remuneration, selection, induction programs, placement, promotion, reward systems, and other aspects of the overall effective human resource management process. Performance appraisals assess the ratio of actual work results to standards and the quantity produced by employees.

In general, the results of the research analysis indicate that respondents' responses to the research variables were generally positive. Meanwhile, the test analysis results show that all independent variables (Career Development and work performance assessment) collectively have a significant influence on the dependent variable (Position Promotion) at PT. BNI (Bank Negara Indonesia) Medan.

The research results show that all independent variables (Career Development and work performance assessment) have positive coefficients, meaning that all independent variables have a unidirectional influence on variable Y (Position Promotion). The results of the analysis and testing can be explained in more detail as follows:

Based on the results of statistical tests using a multiple regression model to see the influence of Career Development on Position Promotion, it shows that there is a positive influence of the Career Development variable (X1) on the Position Promotion variable (Y) which is shown by $t_{\text{Career Development}} = 2,704$, while $t_{\text{table with dk 48}} = 1.677$ then $t_{\text{count}} > t_{\text{table}}$ thus partially there is a significant influence between Career Development on Position Promotion. With a relationship like this, it means that the higher/better X1 (Career Development) the higher/better the Position Promotion variable (Y) is 86.3%. Good Career Development will be able to improve Position Promotion and conversely poor Career Development will worsen employee Position Promotion. Employees who have good Career Development will encourage increased Position Promotion.

This is in line with research conducted by previous researchers, namely Wahyuni, et al. (2014) concluded that Career Development has a significant influence on work performance, because the career development program in the company starts from career planning so that employee careers are well planned, career direction so that employees are guided in their career plans, and implementation of career development so that employee careers are realized successfully, so that employee work performance will increase. The results of Puspitasari's research, (2015), Padendenan (2017) concluded that Career Development has a significant influence on work performance. The results of Wirotomo & Pasaribu's research, (2015) concluded that Career Development has a positive but not significant effect on employee performance. This means that every effort to add Career Development does not have a real influence on employee performance.

Based on the results of the statistical test, there is a positive influence of the Work Performance Assessment variable (X2) on the Position Promotion variable (Y) as shown by the t-value of Work Performance Assessment $= 5,741$ while the t table with dk 48 is 1.677, so the calculated $t > t_{\text{table}}$, thus partially there is a significant influence between work performance assessment and Position Promotion. With this kind of relationship, it means that the higher/better the work performance assessment, the higher/better the Position Promotion variable will be.





This research has also been conducted by previous researcher Hakam (2016) based on multiple linear analysis shows that there is a positive relationship between the independent or free variables of the quality of work results (X1), the quantity of work results (X2), the timeliness of completion and work results (X3) and the dependent or bound variable Position Promotion (Y). This value shows that it has a correlation coefficient interpretation with a moderate level of relationship, the conclusion is that there is an influence of work performance on Position Promotion. According to Tohari's research (2015) that from the results of the correlation coefficient $R = 0.871$, meaning that the relationship between the Position Promotion variable is very close and in the same direction (positive correlation) of 87.1% with employee work performance. According to Indrawan's research (2015) that the correlation value between Position Promotion and work performance is 0.556 which states a very strong/close relationship regarding the Position Promotion policy on work performance

Based on the testing conducted simultaneously, it shows that the variables Career Development (X1) and Work Performance Assessment (X2) have an effect on Employee Position Promotion (Y) of PT. BNI (Bank Negara Indonesia) Medan. With an F-value of 42.115, the correlation coefficient or R of 0.807 is obtained, this shows that the influence of Career Development and work performance assessment on Employee Position Promotion of PT. BNI (Bank Negara Indonesia) Medan has a positive influence of 80.7%. The result of the Determination Coefficient or R square (R^2) is 0.652, which shows that 65.2% of Employee Position Promotion of PT. BNI (Bank Negara Indonesia) Medan is influenced by Career Development and work performance assessment while the remaining 34.8% is influenced by other causes not examined in this study.

This research has also been conducted by previous researchers by Distyawati, (2017), Padendenan, (2017), Liana, (2018) that Career Development and work performance have an effect on Employee Promotion Position. Because in the company/agency the Career Development program and employee work performance are running well according to the company/agency's goals to improve work performance, This shows that with the work performance that a person has, it will increasingly show the will that is owned, insight and knowledge for employees will increasingly develop as expected so that the employee's career level also increases and develops according to the passage of time and position or title will also increase.

CONCLUSION

Based on the results of the research analysis, it can be concluded that, in accordance with the stated research objectives, there is a significant influence between career development and employee position promotion. There is a significant influence between work performance assessment and position promotion. The influence of career development and work performance assessment on position promotion of PT. BNI (Bank Negara Indonesia) Medan employees has a positive effect.

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