

# THE EFFECT OF COMMUNICATION AND JOB PROMOTION ON EMPLOYEE PERFORMANCE OF PT. BANK SYARIAH INDONESIA, TBK KCP LHOKSEUMAWE MERDEKA SIMPANG EMPAT CITY OF LHOKSEUMAWE

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## Abstract

Human resources must have tangible assets when dealing with business, so employees are encouraged to contribute to the business every day because the business succeeds or fails. Every worker has the opportunity to gradually increase the number of hours they work by being blessed with their personal skills. This study aims to determine how communication and job promotion affect the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. This study uses quantitative information. The results of the study showed that the  $R^2$  value was 0.956, and other variables influenced most of the data. The significant value of  $t_{count}$  of Communication (X1) was 3.717 and the significant value of  $t_{count}$  of Job Promotion (X2) was 5.773 with a table value of 1.699 having a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. In this case, communication must be maintained, because communication is a good relationship in increasing trust in carrying out performance. For job promotions, at least the organization must think about the level of comfort in carrying out performance in continuing something deeper in placing the job position.

**Keywords:** *Communication, Job Promotion and Performance*

## INTRODUCTION

Human resources (HR) are a strategic element in the operational success and development of an organization, especially in the banking sector which demands high performance, adaptability, and efficiency in service. In the context of a modern organization, the quality of communication and the job promotion system are two important factors that determine employee productivity and loyalty. Effective communication encourages the creation of harmonious working relationships, increases trust, and accelerates the decision-making process. Meanwhile, a fair and transparent promotion system can increase employee motivation, loyalty, and overall performance (Wahyudi, 2002; Hermawan, 2012). However, in practice, many organizations still face obstacles in building effective vertical and horizontal communication, as well as in implementing a promotion system that is able to meet the principle of meritocracy. This is also seen in PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City, where symptoms of lack of communication between leaders and subordinates and ambiguity in the job promotion system were found. These conditions have the potential to reduce work enthusiasm and affect individual and work unit performance achievements.

Previous studies have shown that organizational communication and job promotion have a significant influence on employee performance, both simultaneously and partially (Munadiyah et al., 2015; Widyani & Permana, 2020). Therefore, it is important to evaluate these two variables in the organizational environment of PT. Bank Syariah Indonesia, Tbk in order to obtain an accurate empirical picture as a basis for formulating more effective HR management policies. Based on this phenomenon, this study aims to empirically analyze the influence of communication and job promotion on employee performance at PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat. It is expected that the results of this study can provide theoretical

contributions to the development of human resource management and practical implications in strategic decision making for Islamic banking organizations in Indonesia.

## **LITERATURE REVIEW**

### **Communication in Organizations**

Communication is the process of conveying messages from one party to another to achieve a common understanding and support the achievement of organizational goals. In a managerial context, effective communication not only involves the exchange of information, but also building trust and improving coordination between individuals and between parts of the organization. Hermawan (2012) stated that communication has three main indicators, namely credibility, attractiveness, and integrity. Credibility reflects trust in the message sender, attractiveness relates to the ability to influence, while integrity concerns the harmony between words and actions. Research by Didi Wandu et al. (2019) also shows that good organizational communication contributes positively to improving employee performance.

### **Job Promotion**

Job promotion is a form of recognition of employee work performance, which is usually accompanied by increased responsibility, authority, and compensation. Hasibuan (2000) defines promotion as a move to a higher position in an organizational structure that brings an increase in status and rewards. Job promotion indicators according to Wahyudi (2002) include honesty, loyalty, education level, satisfaction with superiors, work experience, and initiative. Promotions that are carried out based on the principle of meritocracy can encourage work motivation, organizational commitment, and the achievement of more optimal work results (Munadiyah et al., 2015).

### **Employee performance**

Employee performance is the work results achieved by a person in carrying out the tasks given according to their responsibilities. Mangkunegara (2011) in Robbins and Judge (2015) explains that performance is measured based on the effectiveness and efficiency of individuals in achieving work goals. Mathis and Jackson (2000) mention five main performance indicators, namely output quantity, output quality, punctuality, attendance, and cooperative attitude. High performance reflects a combination of ability, motivation, and a supportive work environment.

### **Relationship between Communication and Performance**

Good communication facilitates the delivery of work instructions, conflict resolution, and fast and accurate decision making. Research by Widayani and Permana (2020) proves that the quality of communication in an organization significantly improves employee performance. This happens because open and transparent communication can create mutual trust and increase employee participation in decision making.

### **Relationship between Job Promotion and Performance**

Job promotions have a positive effect on performance because they provide intrinsic motivation to employees. When employees feel appreciated and have the opportunity to develop, they will show a higher commitment to their work. Research by Anak Agung Dwi Widayani and Permana (2020) revealed that fair and transparent job promotions contribute directly to improving the quality of work and employee productivity in the banking sector.

### **Previous Research Findings**

Several previous studies support the significant influence between communication and job promotion on performance. Munadiyah et al. (2015) in their research on civil servants found that job promotion has a direct impact on motivation and work results. On the other hand, Wibowo (2007) emphasized the importance of structured communication in increasing work effectiveness. These results strengthen the assumption that the two independent variables in this study are closely related to achieving optimal performance.

## **METHOD**

This study uses a quantitative approach with a survey method to test the effect of communication and job promotion on employee performance. This approach was chosen to measure the relationship between variables based on empirical data obtained from respondents through a structured questionnaire.

### Research Location and Population

The research was conducted at PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat. The population in this study were all permanent employees in the work unit, totaling 32 people. Because the population was less than 100 people, the entire population was used as a sample (total sampling), as suggested by Arikunto (2006).

### Data Types and Sources

The data used in this study consists of primary and secondary data. Primary data was obtained through distributing questionnaires to all respondents. While secondary data was obtained from company documentation, library references, and reports and archives relevant to the research topic.

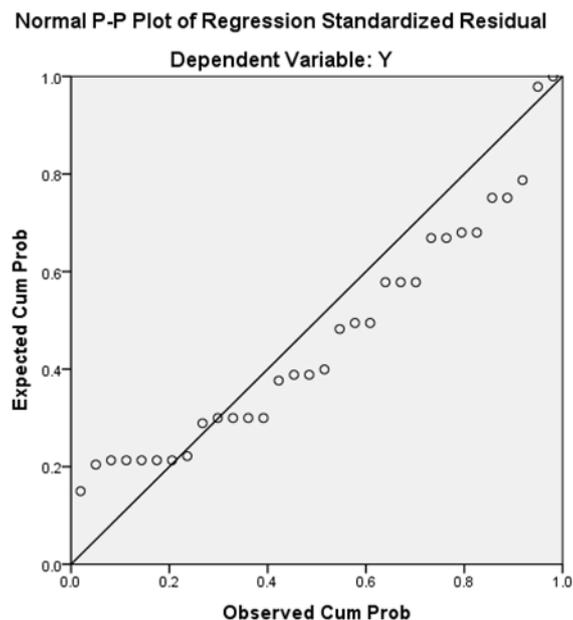
### Data collection technique

Data were collected using a five-point Likert scale questionnaire, which measures the level of respondent agreement with statements related to three research variables: communication, job promotion, and employee performance. The questionnaire was compiled based on indicators formulated by Hermawan (2012), Wahyudi (2002), and Mathis & Jackson (2000).

## RESULTS AND DISCUSSION

### Classical Assumption Test

#### Normality Test



The graph above shows the data shows a normal curve at the point of distribution around the diagonal line, or normal line. In addition, the distribution follows the direction of the diagonal line. To predict the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City,

#### Multicollinearity Test

**Hasil Uji Multikolinearitas**

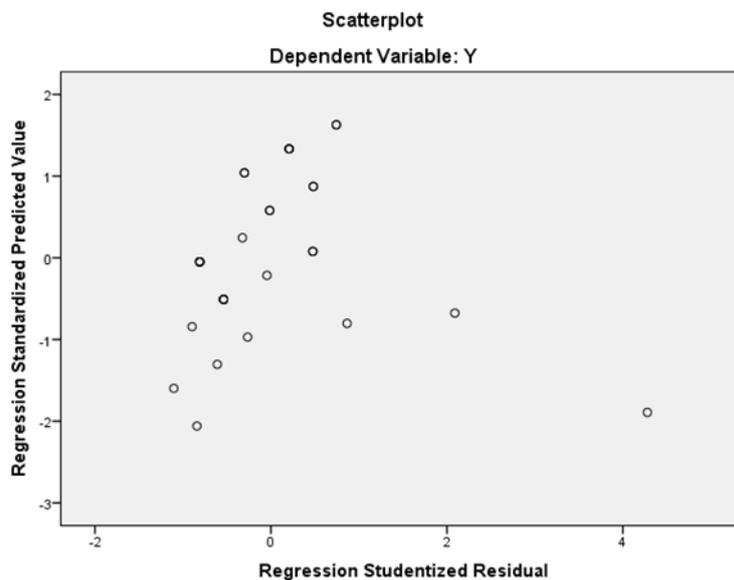
Model		Collinearitas Statistic	
		Tolerance	VIF
1	(Constant)		
	Komunikasi (X <sub>1</sub> )	0.139	7.213
	Kepuasan Kerja(X <sub>2</sub> )	0.139	7.213

Dependent Variable: Kinerja (Y)<sub>a</sub>

Sumber : Data kuisioner yang telah diolah (2023)

Variance Inflation Factor (VIF) and Tolerance In a multicollinearity-free regression model, the guideline is that the VIF value should be below 10 and the tolerance value should not be less than 0.1. The VIF values, X1 (7.213) and X2 (7.213), are below 10, and the tolerance values, X1 (0.139) and X2 (0.139). Thus, it can be concluded that there is no problem with multicollinearity in the regression model.

**Heteroscedasticity Test**



Scatterplots show that the data points are randomly distributed, forming a certain pattern both above and below zero on the Y-axis. The results indicate that the regression model can be used to assess the relationship between communication and employee promotion at PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City because the data does not show heteroscedasticity or homoscedasticity.

**Determination Coefficient Test (R<sup>2</sup>)**

**Hasil Koefisien Determinasi (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square
1	0.978 <sup>a</sup>	0.956	0.953

Sumber : Data kuisioner yang telah diolah (2023)

The results of the processing show that the R number, or multiple correlation, is 0.978, or 97.8%. This shows that, because the independent variables and dependent variables in this study are almost the same, the relationship is considered strong. The data shows a positive relationship between the variables of Communication and Job Promotion on the Performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. Meanwhile, the R<sup>2</sup> value of 0.956, or 95.6%, was found for the variables of Communication and Job Promotion on the Performance of employees of PT.

**Simultaneous Test with F-test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.718	2	3.859	313.681	.000 <sup>b</sup>
	Residual	.357	29	.012		
	Total	8.075	31			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), X <sub>1</sub> , X <sub>2</sub>						

Sumber : Data kuisioner yang telah diolah (2023)

Based on the results of the ANOVA test or F test, it is known that the F<sub>count</sub> is 313,681 with a significance level of 0.000. Because the F<sub>count</sub> of 313,681 is much larger than the F<sub>table</sub> of 3.33 obtained from the F table with n = 32 - k = 29, then H<sub>0</sub> is rejected and accepts H<sub>a</sub>, meaning that together the independent variables have a significant effect on the dependent variable.

**Partial Test with t-test**

Hasil Uji Parsial dengan T-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.325	0.155		2.103	0.044
	Komunikasi (X <sub>1</sub> )	0.333	0.090	0.390	3.717	0.001
	Promosi Jabatan (X <sub>2</sub> )	0.587	0.102	0.605	5.773	0.000
a. Dependent Variable: Turnover Intention (Y)						

Judging from the table above, the data shows that the two independent variables have a partial and significant relationship with the dependent variable (Y), including:

**1. Communication (X1) to Performance (Y)**

In this study, the significant value of t<sub>count</sub> of Communication (X1) is 3.717. When compared with the t<sub>table</sub> value of 1.699, the result is that the t<sub>count</sub> value is greater than the t<sub>table</sub>. Thus, Communication (X1) has a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City.

**2. The Influence of Job Promotion (X2) on Performance (Y)**

In this study, the significant value of t<sub>count</sub> of Job Promotion (X2) is 5.773. When compared with the t<sub>table</sub> value of 1.699, the result is that the t<sub>count</sub> value is greater than the t<sub>table</sub>. Thus, Job Promotion (X2) has a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. From the two variables above, it shows that both have a partial and significant effect on the Employee Performance of PT. Bank Syariah Indonesia, Tbk KCP

Lhokseumawe Merdeka Simpang Empat Lhokseumawe City, this can be seen in the results of data processing using SPSS version 20.

### **Multiple Regression Analysis**

By obtaining the multiple linear regression model as follows:

$$Y = 0.325 + 0.333 X1 + 0.587 X2$$

The coefficients in the multiple linear regression equation above can be interpreted as follows:

1. The constant value of the regression equation model is 0.325. This means that if the Communication and Job Promotion variables are zero, then the average employee performance of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City is 32.5%.
2. The value of the Communication regression coefficient is 0.333. This shows that for every 1-fold increase, Communication will increase by 33.3%. Conversely, if Communication decreases by 1-fold, Communication will decrease by 33.3%. This shows that Communication has an effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City.
3. The regression coefficient value of Job Promotion is 0.587. This shows that for every 1-time reduction, Job Promotion will experience a reduction of 58.7%. Conversely, if Job Promotion increases by 1-time, then Job Promotion will increase by 58.7%. This shows that Job Promotion has an effect on employee performance at PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City.

## **DISCUSSION**

### **Communication and Job Promotion Simultaneously on the Performance of Employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City**

To obtain confidence from the regression model in predicting the influence of independent variables on the dependent variable, we must test it based on the F test (Simultaneous Test) where by seeing whether the employee performance variable of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City is simultaneously influenced by the variables of Communication and Job Promotion, this can be seen from the simultaneous testing that has been carried out and the value of  $F_{table}$  is (3.33) obtained from the F table with  $n = 32 - k = 29$ , while the value of  $F_{count}$  is 313.681 and the level of significance is 0.000, thus  $F_{count} > F_{table}$ , this is said that both independent variables have a simultaneous and significant effect on the dependent variable, so it can be concluded that the variables of Communication and Job Promotion have a simultaneous and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City.

$H_{a2} =$  Job Promotion partially has a significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City

So it can be concluded that Job Promotion has a partial and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. and formulated  $H_{o2}$  is rejected and  $H_{a2}$  is accepted.

### **Communication (X1) Partially on the Performance of Employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City**

In the data analysis that has been calculated using SPSS version 20, we can see that the independent variable Communication has a positive and significant effect on the employee performance variable of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. This is supported by the results of the data calculation, the results obtained are that the regression coefficient for the Communication variable is 0.333 with a  $t_{count}$  value of 3.717 greater than  $t_{table}$  1.699 and a significance value of 0.000. This means that Communication has a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City because the significance value is less than 0.05.

$H_{a1} =$  Communication has a significant partial effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City

So it can be concluded that communication has a partial and significant effect on employee performance of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City and it is formulated that  $H_0$  is rejected and  $H_a$  is accepted.

### **The Influence of Job Promotion (X2) Partially on the Performance of Employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City**

In the data analysis that has been calculated using SPSS version 20, we can see that the independent variable Job Promotion has a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City. This is supported by the results of the data calculation, the results obtained are that the regression coefficient for the Job Promotion variable is 0.587 with a  $t$ -count value of 5.773 greater than  $t$ -table 1.699 and a significance value of 0.000. This means that Job Promotion has a positive and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City because the significance value is less than 0.05.

$H_0$  = Job Promotion has a partial significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat, Lhokseumawe City.

So it can be concluded that Job Promotion has a partial and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City and it is formulated that  $H_0$  is rejected and  $H_a$  is accepted.

### **CONCLUSION**

1. Based on the results of the ANOVA test or F test, it is known that the  $F$ -count is 313,681 with a significance level of 0.000. Because the  $F$ -count of 313,681 is much larger than the  $F$ -table of 3.33 obtained from the F table with  $n = 32 - k = 29$ , then  $H_0$  is rejected and accepts  $H_a$ , meaning that together the independent variables have a significant effect on the dependent variable.
2. Communication has a partial and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City
3. Job Promotion has a partial and significant effect on the performance of employees of PT. Bank Syariah Indonesia, Tbk KCP Lhokseumawe Merdeka Simpang Empat Lhokseumawe City

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