



Interest In Position Promotions for Millennial Employees In The Banking Sector

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ABSTRACT

Purpose – The purpose of this study is to analyze the effect of job promotion on the performance of millennial employees in the banking sector, particularly at Bank BRI KC Maros, and to understand the extent to which millennial employees interest in job promotion affects their motivation and performance in the work environment.

Method – This study uses a quantitative approach with a simple linear regression analysis method. Data was collected through questionnaires distributed to employees of Bank BRI KC Maros, then processed using SPSS version 25 to test the validity, reliability, and influence between the variables of promotion and employee performance.

Findings – The results of the study indicate that promotion does not have a significant effect on employee performance at Bank BRI KC Maros. These findings indicate that millennial employees continue to work with high dedication even without the prospect of promotion, reflecting their intrinsic motivation and professionalism in carrying out their duties.

Practical implications – The practical implication of this study is that banking management needs to pay more attention to the intrinsic motivation and self-development factors of millennial employees, rather than focusing solely on job promotions as a form of reward. Training programs, flexible career development, and a work environment that supports work-life balance can improve the performance and loyalty of millennial employees.

Originality/value – The original value of this research lies in its focus on the behavior and motivation of millennial employees in the Indonesian banking sector, which shows that performance is more influenced by intrinsic motivation than by opportunities for promotion.

A. Introduction

The condition of human resources in Indonesia is currently at a crossroads between a must challenge overcome and the opportunities that can be utilized. Effort enhancement quality education, health and skills power work is essential to take advantage of the demographic dividend and improve Power global competitiveness. Collaboration between The government, private sector and society are very necessary to create superior and empowered Indonesian human resources competitive tall.

Nowadays the world of work currently dominated by Generation Millennials. Those who are called with Generation Millennials, generally defined as individual born between early 1980s to mid-1990s to early 2000s. Currently they are dominates the world of work in many countries, including Indonesia. This dominance brings various changes and challenges new to the neighborhood Work. Generation This millennial has characteristics what makes it different with generation previously. Millennials grow together development technology and the internet, so they tend more fast adapt with technology new and have strong digital skills. With technology in general they master it, This generation is growing with value flexibility in good job from facet time nor place Work. They tend look for balance between life personal and professional .

If formerly Undergraduate Education is the highest education, currently there are many generation Millennials who don't stop only at undergraduate level. They generally own education high and relevant skills with labor market needs at the moment. They adapt with labor market needs so that they tend think out-of-the-box and looking for ways new to finish problems and improve efficiency work. So that not seldom especially these Millennials more care with issues social and environmental, and tends to choose work for a company that has aligned values with they.

In survey by 2023, 77% of 1,116 workers office in Sakuta Country report that they No want to become manager. Poll another opinion of 100 people in their 20s found that benefits and quality life is matter the most important thing is them search in something work. Two it's more important than reputation company or progress career.

My country known for a long time with culture there is no work stop. Before this pandemic, a lot receiving worker that overtime constantly, socializing at happy hour, and staying was in the office until boss go home is things that must done so that it can be done proceed. Now, apparently prominent promotions and positions no longer motivating employees," said Yoko Tamura, a translator and editor for 18 years working in Tokyo (Hasibuan, 2024).

Based on this data, researchers interested in doing study with take Objects to employees in Indonesia, specifically in Maros City, South Sulawesi. Object This research was conducted at the oldest banking institution in Indonesia, namely Bank BRI KC Maros. With consideration that, level career at the institution banking can become challenge for Lots employees, esp If There is obstacles that create increase position difficult achieved. (Rani, 2023) Ongoing training and development

programs own impact significant positive to performance employee. Participating employees in relevant training show enhancement in skills and competencies, which contribute to opportunities increase position. Private banking (Kibria dkk., 2021) authorities should pay great attention to recognition and reward practices as workers expect to be rewarded commensurate with their efforts. (Hospido dkk., 2022) After promotion, girls have more performance Good in matter development salary, shows that the possibility more height to choose from based on merit, right discrimination positive.

B. Literature Review

1. Promotion Departement

Promotion position is A transition previous position carried out by one person employee with more position tall from position previously. This is similar with opinion Siagian which defines promotion as branch-spinner Employees or employees, from one position or place to position or higher ground. This transfer is accompanied by duties and responsibilities answer higher than before as well as accompanied with increased compensation as well as facilities to support career a employee. (Zendage 2018) explain Theory from Douglas McGregor a management expert known for theory X and theory Y. According to him, promotions can be seen from two perspectives: if an individual is seen as a "lazy person" (theory x), then promotions can be used as an incentive to improve their performance. However, if individuals are seen as "motivated human beings" (theory y), then promotion could be a way to enable them to reach their best potential.

Herzberg (1959) explain development theory satisfaction and dissatisfaction factors have Frederick Herzberg. He believes that promotion is one of the motivational factors that can provide intrinsic satisfaction. For some people, promotion is considered an important driving factor in their work. (CAIRE & BECKER, 1967) Investing in employee education and training will improve their skills, which in turn will increase their productivity and opportunities for promotion. Employees with higher education and skills are considered more valuable to the organization. (Shaw, 1992) Employees will be motivated to achieve if they believe that their efforts will result in good performance, good performance will be recognized, and that recognition will result in desired rewards, including promotions.

2. Employee Performance

Performance is the result of an employee's activities related to his main duties in a company. Quoting the opinion of Rivai et al (2016), who define performance as the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets, targets or criteria that have been determined in advance and have been mutually agreed upon. An employee's achievements are seen following the output produced. The work that is able to be done or achieved in accordance with its responsibilities will be easy to measure at the end of each period or certain time.

The results of these measurements become input and evaluation material for the company to make improvements if it is discovered that there are still deficiencies. According to (Robbins, 2011) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work Quality

The quality of employee work can be measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities (Robbins, 2016: 260). The quality of work can be described from the level of good or bad results of the employee's work in completing the work as well as the employee's ability and skills in carrying out the tasks given to him.

2. Quantity

Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed (Robbin, 2016: 260). Quantity is a measure of the number of units' work results and the number of activity cycles completed by employees so that employee performance can be measured through this number (units/cycles). for example, employees can complete their work quickly before the deadline set by the company.

3. Timeliness

Timeliness is the level of activity completed at the start of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities (Robbins, 2016: 261). Employee performance can also be measured by the employee's punctuality in completing the work assigned to him. So that it does not interfere with other work which is part of the employee's duties.

4. Effectiveness

Here effectiveness is the level of use of organizational resources (energy, money, technology and raw materials) that is maximized with the aim of increasing the results of each unit in using resources (Robbins, 2016: 261). That in utilizing resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization, employees can be used as fully as possible.

5. Independence.

Independence is the level of someone who will later be able to carry out their work functions without receiving assistance, guidance from or supervisors (Robbins, 2016: 261). Whether employee performance increases or decreases can be seen from the quality of employee work, the quantity of employee work, the timeliness of employees in working in all aspects, the effectiveness and independence of employees in working. This means that employees are independent, namely employees who do their work do not need to be supervised and can carry out their work functions themselves without asking for help, guidance from other people or supervisors.

3. Hypothesis

Promotion position influential positive to performance employee. With exists promotion position party company naturally hope that employees capable emit ability the best possible so far it has been a problem due to position previously authority employee the still minimal (Nurasnita & Harahap, 2019). There is influence positive and significant between variable promotion position to performance employee. However need company notice employees who are generous towards company with give rewards in accordance with its performance (Widyani & Putra, 2020). There is influence positive results from promotion position to performance employee. Promotion positions also have role in increase performance employee Because with exists promotion position can give chance to employees to develop and advance so that can give rise to Spirit work is also encouraging employees to work more good (Kurniawan & Fitriyani, 2021).

Promotion position influential to performance employee with notes that Company in a way periodic routine do evaluation Work so that is known employees who have performance so that can promoted to a higher level high again. Companies must always give Decent enthusiasm and appreciation to be sure employee own Spirit high work (Saputra *et al.*, 2022). Promotion Position in a way whole is within the criteria Good. However Still there is dimensions that have low average value, ie Performance work, Skills and Education. Promotion Position Performance work, with method leader must always remind employees not to procrastinate work that has been done given and recommend or include they in training in a way programmed. Proficiency, with method rich should encouraged to communicate with polite and leader send they training about technique communicate with employees used to communicate with superiors nor employee other. Education, with method Leader give Allowance education for employees who have achievements so you can support employee education (Permatabunda & Setiawan, 2023).

Based on five year research final that, then hypothesis in this research is "Promotion Position positive and significant effect on performance employee at Bank BRI KC Maros "

C. Methods

The type of research is quantitative descriptive research. Apart from that, qualitative data was also used as support for this research. For example, using sentences in questionnaires or questionnaires and interviews as well as observations related to research in order to get an idea of the influence of Promotion Position on the Performance of BRI KC Maros Employees. Instrument in this research is measured with use scale likert consisting of from five choices answers, including:

Very not agree	: 1
No agree	: 2
Enough agree	: 3
Agree	: 4
Strongly agree	: 5

D. Results

1. Description Promotion Position Variable (X)

Table 1:

Description Variable Promotion Position (X)

LIKERT SCALE	1 (STS)	2 (TS)	3 (N)	4 (S)	5 (SS)	Average Score (Frequency Table)
Leader traits influential in determining success performance (Leadership)	0 0.0%	0 0.0%	0 0.0%	23 59.0%	16 41.0%	4.4
I can interact Good with seniors (Loyalty)	0 0.0%	0 0.0%	0 0.0%	28 71.8%	11 28.2%	4.3
I can achievement if given not quite enough answer (Achievement)	0 0.0%	0 0.0%	6 15.4%	23 59.0%	10 25.6%	4.1
I can stay with the company (Skills)	0 0.0%	0 0.0%	0 0.0%	28 71.8%	11 28.2%	4.3
I can behave honest and responsible answer (honesty)	0 0.0%	0 0.0%	1 2.6%	24 61.5%	14 35.9%	4.3
I can Work with enterprising and good (disciplined)	0 0.0%	0 0.0%	2 5.1%	24 61.5%	13 33.3%	4.3
Years of service made consideration in do promotion position (Skills)	0 0.0%	3 7.7%	10 25.6%	13 33.3%	13 33.3%	3,9
Background back education made consideration in promotion department (Education)	1 2.6%	6 15.4%	10 25.6%	18 46.2%	4 10.3%	3.5
I always important work on interestsp Ribadi (Loyalty)	4 10.3%	5 12.8%	8 20.5%	17 43.6%	5 12.8%	3,4
I always do your best to advance place Work I (Skills)	0 0.0%	1 2.6%	2 5.1%	28 71.8%	8 20.5%	4.1
Achievement performance work be one consideration in promotion department (Performance)	0 0.0%	0 0.0%	6 15.4%	24 61.5%	9 23.1%	4,1
BRI Bank Stakeholders KC Maros care on performance work achieved (Loyalty)	0 0.0%	2 5.1%	4 10.3%	26 66.7%	7 17.9%	4.0

Source : SPSS 25.0 Data Processing Results , 2025

2. Description Employee Performance Variable (Y)

Table 2:
Description Variable Promotion Position (Y)

LIKERT SCALE	1 (STS)	2 (TS)	3 (N)	4 (S)	5 (SS)	Average Score (Frequency Table)
I can create results good work (Quality)	0 0.0%	0 0.0%	2 5.1%	28 71.8%	9 23.1%	4.2
I can carry out duties and responsibilities the answer given (Quantity)	0 0.0%	0 0.0%	0 0.0%	26 66.7%	13 33.3%	4.3
I can Work with accurate as well as Systematic (Quality)	0 0.0%	0 0.0%	2 5.1%	28 71.8%	9 23.1%	4.2
I can Work achieve / exceed targets (Quality)	0 0.0%	0 0.0%	6 15.4%	23 59.0%	10 25.6%	4.1
I can finish work with high accuracy (Quality)	0 0.0%	0 0.0%	3 7.7%	30 76.9%	6 15.4%	4.1
I can finish something work with Neat (Quality)	0 0.0%	0 0.0%	2 5.1%	28 71.8%	9 23.1%	4.2
I can minimize error in finish work (Knowledge about work)	0 0.0%	0 0.0%	3 7.7%	29 74.4%	7 17.9%	4.1
I can innovate in finish work (Planning Activity)	0 0.0%	0 0.0%	6 15.4%	23 59.0%	10 25.6%	4.1
I can finish work with appropriate time (Planning Activity)	0 0.0%	0 0.0%	3 7.7%	27 69.2%	9 23.1%	4.2
I'm fast in act / take results (Knowledge about job)	0 0.0%	1 2.6%	1 2.6%	31 79.5%	6 15.4%	4.1
I can use time with effective & efficient (Planning Activity)	0 0.0%	1 2.6%	5 12.8%	24 61.5%	9 23.1%	4.1
I came to the office with appropriate time (Quality)	0 0.0%	0 0.0%	3 7.7%	20 51.3%	16 41.0%	4.3
I am going home in accordance with office hours,except Because overtime (Quality)	1 2.6%	3 7.7%	7 17.9%	18 46.2%	10 25.6%	3.8

Source : SPSS 25.0 Data Processing Results , 2025

3. Description of Research Data

Measurement statistics descriptive this variable is necessary done to see description in a way general like average value (Mean), value highest (Max), value lowest (Min), and standard deviation of each variable that is Promotion Position (X), on Employee Performance (Y) of Bank BRI KC Maros . About statistical test results descriptive study can seen in the table following :

Table 3:
Statistics Descriptive

	N	Minimum	Maximum	Mean	Std. Deviation
Promotion Position	39	39	60	48.6	4,534
Employee performance	39	36	65	53.7	5.8891

Source : SPSS 25.0 Data Processing Results , 2025

4. Instrument Test Results Study

a. Validity Test Results Instrument

Testing validity of the instrument with using statistical software , value validity can seen in the Pearson Correlation column . Validity test done with method correlate total score generated by each item. Instruments can declared valid if results calculation coefficient correlation show coefficient correlation of 0.316 or more .

Table 4:
Validity Test Results Variable Promotion Position (X 2)

Variable	Question Items	Pearson Correlation	r table	Information
Promotion Position	1	0.414	0.316	Valid
	2	0.668	0.316	Valid
	3	0.558	0.316	Valid
	4	0,681	0,316	Valid
	5	0,672	0,316	Valid
	6	0,420	0,316	Valid
	7	0,454	0,316	Valid
	8	0,499	0,316	Valid
	9	0,559	0,316	Valid
	10	0,666	0,316	Valid
	11	0,607	0,316	Valid
	12	0.580	0.316	Valid

Source : SPSS 25.0 Data Processing Results , 2025

Table 4 shows that all over forming statement variable promotion position own mark coefficient validity more big from r table (0.316) so all statement items the declared valid.

Table 5:
Validity Test Results Variable *Employee performance* (Y)

Variable	Question Items	Pearson Correlation	r table	Information
Employee performance	1	0.918	0.316	Valid
	2	0.717	0.316	Valid
	3	0.926	0.316	Valid
	4	0.629	0.316	Valid
	5	0.882	0.316	Valid
	6	0.856	0.316	Valid
	7	0.837	0.316	Valid
	8	0.810	0.316	Valid
	9	0.850	0.316	Valid
	10	0.704	0.316	Valid
	11	0.857	0.316	Valid
	12	0.652	0.316	Valid
	13	0.594	0.316	Valid

Source : SPSS 25.0 Data Processing Results , 2025

Table 5 shows that all over forming statement variable religiosity own mark coefficient validity more big from r table (0.312) so all statement items the declared valid.

b. Reliability Test Results Instrument

Testing reliability done to measure reliable or or not questionnaire used to measure variable study . Testing reliability in This research uses Cronbach's Alpha. A research instrument said reliable if alpha value > 0.600 .

Table 6 :
Reliability Test Results Instrument

Variable	Cronbach's Alpha	Information
Promotion Position	0.764 > 0.600	Reliable
Employee performance	0.936 > 0.600	Reliable

Source : SPSS 25.0 Data Processing Results , 2025

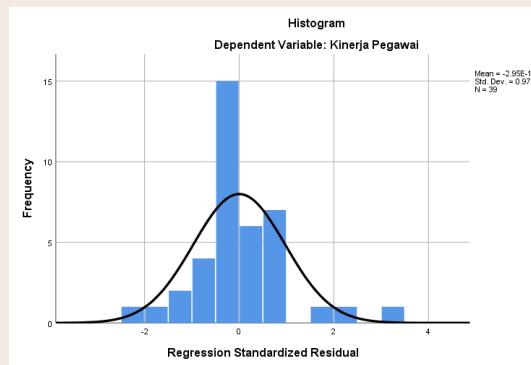
Table 6 shows that reliability test with Cronbach's Alpha, deep instrument this research is reliable or reliable Because show level high reliability , this is proven from mark coefficient alpha is more of 0.600 then the instrument is empirics are very reliable or very possible reliable , so can used as tool measure what you can reliable or trusted .

c. Assumption Test Results CXclassic

1) Normality Test Results

Normality test aims to test is in the regression model , variables dependent and variable free have normal distribution or close to normal. There are two way to detect whether the residuals are normally distributed or not No that is with analysis normal probability plot graphs and non-parametric statistical tests kolmogorov-smirnov (KS). In analysis graph , the normal distribution will be form one straight line diaglobal , and plotting the residual data will compared to with diagonal lines. If the residual data distribution is normal, then the line will be depicts real data will following a diagonal line. Normality test results in this research can seen in the picture following :

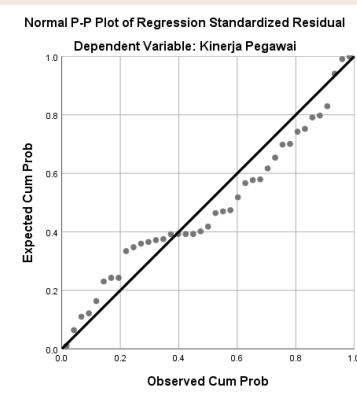
Figure 1 : Normality Histogram



Source : SPSS 26.0 Data Processing Results , 2025

Based on results from the normality test in this study can be seen that appearance histogram graph showing pattern normal distribution . This is supported with image on a normal probability plot with dot, dot, dot spread around the diagonal line and spread follow direction of the diagonal line. With thereby can stated that data distribution is close to normal or fulfil assumption normality . Following The normal probability plot display is shown in figure 2.

Figure 2: Chart Normality



Source : SPSS 26.0 Data Processing Results , 2025

2) Multicollinearity Test

Multicollinearity test aims to prove that there is or or not deviation assumption classic multicollinearity form linear relationship between variable independent in the regression model. It means that this test aims to test what is the regression model found connection strong between variable free or independent variable . Good regression model should No happen correlation between variable free . A regression model stated free from multicollinearity If have tolerance value above 0.10 and VIF (*Variance Inflation Factor*) value below 10. Multicollinearity test results in this research can seen in the table following :

Table 7:
Multicollinearity Test Results

Coefficients a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Promotion Position	,447	2,239
Dependent Variable: Employee Performance			

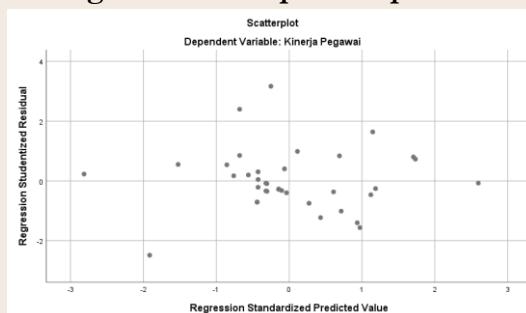
Source : SPSS 25.0 Data Processing Results , 2025

Table 7 shows that tolerance value for the variable promotion position (X_2) of .447 more big of 0.10 (. 447 < 10). Temporary VIF value for the variable promotion position (X_2) is 2,239 more small of 10 (2,239 < 10). So can concluded that No happen symptom multicollinearity in regression models.

3) Heteroscedasticity Test

Heteroscedasticity test aims to test is in the regression model happen inequality of variance from residual one observation to another observation . If the variance of the residual is one observation to another observation remains , then called homoscedasticity and if different called heteroscedasticity . This research uses method see plot graphs and testing statistics that can be used for detection There is or not heteroscedasticity . Heteroscedasticity test results in this research can seen in the table following :

Figure 3: Scatterplot Graphics



SourceSPSS 25.0 Data Processing Results , 2025

Based on Figure 3 above shows that pattern existing points spread above and below number 0 on the Y axis. So can concluded that No happen heteroscedasticity.

4) Autocorrelation Test

This autocorrelation test aims to see is in the regression model there is symptom autocorrelation. Autocorrelation happen Because there is mutual observation related One each other throughout time. Autocorrelation test results in this research can seen in the table following:

Table 8:
Scatterplot Graphics

Model Summary ^b	
Model	Durbin-Watson
1	1,385
Predictors: (Constant), Promotion Position	
Dependent Variable: Fraud Prevention	

Source : SPSS 25.0 Data Processing Results , 2025

Based on table 8 can seen that Durbin Watson (DW) value in the Summary model is amounting to 1,385. So, because mark the is at between -2 to +2 means No happen autocorrelation.

d. Linear Regression Test

Objective use analysis linear regression is to find out There is or or not influence significant two or more variable free (X) against variable bound (Y). There are some stage in manage data with use this multiple linear regression , first determine variable independent from variable dependent moreover formerly . For variables its independence is Promotion Position . For variables dependent is Employee Performance . Deep linear regression test results this research can seen in the table following :

Table 9:
Chart Linear Regression

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4,362	7,610	
	Promotion Position	-.057	,212	-.044
a. Dependent Variable: Employee Performance				

Source : SPSS 25.0 Data Processing Results , 2025

Based on table 9, the linear regression model is obtained as following:

$$PF = 4.362 - 0.57PJ$$

Based on results testing linear regression is used so can described that the coefficient value regression variable promotion position of -0.057 meaning every decline One unit variable promotion position will result decrease in variables performance Employee of -0.057.

e. Hypothesis testing

1) Partial Test (t Test)

t statistical test shows how much big influence the independent variable , namely Promotion Position in a way Partial in explain variance variable deep dependencies This research is the Performance of Bank BRI KC Maros Employees . The t test can is known with use mark significance (sig) < probability 0.05 and the calculated t value > t table which means There is influence independent variable against variable dependent . However If mark significance (sig) > probability 0.05 and the calculated t value < t table which means No There is influence variable independent to variable dependent . Table t values obtained from formula with significant 5% as following :

$$\begin{aligned}
 T \text{ table} &= (a/ 2 ; n - k - 1) \\
 &= (0.05/ 2 ; 39 - 2 - 1) \\
 T \text{ table} &= (0.025 ; 36) \\
 T \text{ table} &= 2.028
 \end{aligned}$$

T test results in this research can seen in the table following :

Table 10 :
Partial Test Results (t Test)

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.362	7.610		.573	.570
	Promosi Jabatan	-.057	.212	-.044	-.271	.788
a. Dependent Variable: Kinerja Karyawan						

Source : SPSS 25.0 Data Processing Results , 2025

Based on table 10 above, the t test results show that Variable Promotion Position (X) has mark significance amounted to $0.788 > 0.05$ and the calculated t value $> t$ table ($-0.271 < 2.028$) which means variable Promotion Position No influential on the Performance of Bank BRI KC Maros Employees so that **H rejected**.

Based on analysis statistics in this research found that hypothesis rejected and concluded that promotion position No influential on the Performance of Bank BRI KC Maros Employees. This shows that although Promotion Position the more either at Bank BRI KC Maros No will change performance organization. This means, BRI Bank employee KC Maros Work with truly without expect exists Promotion in Organizations. Work without expect promotion is stressed attitude motivation intrinsic and dedication to work, no only objective external like promotion. The results of this study are not in accordance with all research taken as reference in this research. Indicators that have highest average value is on the indicator quantity, where is the question item namely "I can do it carry out duties and responsibilities the answer given." This indicator is gaining the average value is 4.3, which indicates that BRI Bank employee KC Maros realize that Work with Good is an integral part of ethics work and contracts Work. Regardless with exists promotion positions given to employees who have good performance, but No become influence for BRI Bank employee KC Maros . Employees who don't too fixated on promotions, more tend focus on growth personal and developmental Skills. So that help employee become more professional employees competent and empowered stand.

Indicator next who has highest average value with the value 4.3 is found in the Indicator quality, where the question item is "I come to the office with appropriate time ". Without exists desire to get recognition, high awareness Employee with come appropriate time reflect professionalism, discipline and commitment to work. One of the benefits is possible caraywan to start work in due time, which is in the end can increase productivity as well as possible employees to work more efficient. These results are consistent with the theory of Douglas McGregor. According to him, promotions can be seen from two perspectives: if an individual is seen as a "lazy person" (theory x), then promotions can be used as an incentive to improve their performance. However, if individuals are seen as "motivated human beings" (theory y), then promotion could be a way to enable them to achieve potency best they.

However results this study did not in line with invention (Herzberg, 1959)that explains Frederick Herzberg's development of the theory of satisfaction and dissatisfaction factors. He believes that promotion is one of the motivational factors that can provide intrinsic satisfaction. For some people, promotion is considered an important driving factor in work they. So that Can said It is not always true that promotion always influences a person's performance. The effect of promotions on performance depends on various factors, including the way the promotion itself is carried out, the expectations associated with the promotion, and the characteristics of the individual being promoted.

Employees are a model employee who always seeks satisfaction in their work without being too fixated on external rewards. Bank BRI KC Maros employees work with enthusiasm and dedication so that this gives them satisfaction. So it can be seen that improving performance is not just about promotions or external recognition. Doing good work consistently can bring long-term benefits in a career and shape employees into more professional individuals good.

E. Conclusion

Although from Lots study show exists influence positive and significant given by the Variable Promotion Position to performance employees, however along with change demographics power Work follow influence interest Work employee. Five year research This last one proves it that happen shift in energy mindset Work At the moment. Where is the generation millennials are more emphasize about Flexibility and Work-Life Balance. This generation appreciates flexibility in good job from facet time nor place Work. They tend look for balance between life personal and professional.

Generation millennial tend own high expectations to track career they. They look for opportunity to grow and achieve objective professional with fast. There fore the Company needs provide development programs clear career and opportunities promotions structured to meet this expectation. Besides, it's important company give Balance between work and life personal for generation millennial. They more choose flexibility in work, like option Work distance remote and flexible working hours. Companies need adapt policy Work them to attract and retain employee millennial.

Apart from that Generation growing millennials with digital technology and them expect company place they work to use technology latest. They more comfortable with tool digital collaboration and social media platform for communication and management project. Companies must invest in modern technology to improve productivity and satisfaction Work employee millennial . Apart from that Generation Millennials also like it look for meaning and purpose in work they. They want to work in a supportive place values them and give contribution positive to public. Companies must emphasize not quite enough answer social and giving environment supportive work so that you can increase satisfaction and motivation employee millennial.

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