

RESEARCH ARTICLE

The Impact of Job Promotion and Organizational Conflict on Employee Work Motivation at Bank Syariah Indonesia (BSI) Banda Aceh Branch

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Abstract

This study aims to analyze the impact of job promotion and organizational conflict on employee work motivation at Bank Syariah Indonesia (BSI) Banda Aceh Branch. Human resources (HR) play a crucial role in achieving organizational goals. One of the factors that influence work motivation is job promotion, which is carried out fairly and transparently. Furthermore, although organizational conflict is often seen negatively, the results of this study indicate that well-managed conflict can actually improve employee motivation. The research employs a quantitative approach with multiple linear regression to examine the relationship between job promotion, organizational conflict, and work motivation. Data were collected through questionnaires distributed to 45 employees at BSI Banda Aceh Branch. The analysis results show that clear and fair job promotions positively affect employee motivation. The regression coefficient for job promotion is 0.220, indicating that a 1% increase in job promotion can raise employee motivation by 0.220%. On the other hand, well-managed organizational conflict also positively affects work motivation, with a regression coefficient of 0.178, showing that a 1% change in well-managed conflict can increase employee motivation by 0.178%. Based on these findings, it is recommended that the management of BSI Banda Aceh Branch improve job promotion policies to be more transparent and fair, and create a more effective conflict resolution system to support employee motivation and performance.

Keywords

Job Promotion; Organizational Conflict; Work Motivation; Bank Syariah Indonesia; Linear Regression.

1 | INTRODUCTION

Human resources (HR) play a crucial role in the success of any organization. While technology significantly contributes to operational advancements, a company cannot reach its full potential without the support of HR managing its daily functions. HR has long been recognized as the foundation for achieving organizational goals. Every organization consists of individuals with diverse backgrounds, including differences in education, experience, economic status, needs, and expectations. This diversity demands that leaders effectively manage and harness each individual's potential to ensure the achievement of the organization's objectives. Islamic banks, as financial institutions operating according to Islamic principles, hold a vital place in the economy. The services they provide include payment transactions and business financing in line with religious guidelines. These principles govern not only the relationship between the bank and its clients but also the management of funds and financing based on Sharia law. The success of an Islamic bank depends not only on its technological and financial systems but also on effective HR management, which greatly influences the achievement of the bank's long-term goals.

Bank Syariah Indonesia combines spiritual values with business principles in its operations. At the Banda Aceh Branch, there is a phenomenon where each employee comes from a different educational background and receives job promotions based on various considerations. In decision-making related to promotions, Bank Syariah Indonesia Banda Aceh takes into account factors such as performance, length of service, and relevant qualifications. Mistakes in promotion decisions can have negative impacts, including decreased work motivation and the emergence of conflicts within the organization. These effects can certainly hinder the company's goal of improving productivity. Therefore, company leaders should conduct objective assessments of employees who are promoted, based on the criteria that have been established by the organization.

The impact of job promotion and organizational conflict on employee work motivation at Bank Syariah Indonesia (BSI) Banda Aceh Branch is an important topic for research. As the Islamic banking sector in Indonesia continues to grow, employees working within it face specific challenges that can influence their motivation to work. One significant factor affecting work motivation is decisions related to job promotion. Research by Kurnialis et al. (2022) provides insight into the dynamics within the Islamic banking sector in Indonesia, which also affects the employees working within it. Understanding the challenges faced by employees is crucial, especially considering the high-pressure work environment and the need to meet targets. Job promotion decisions are a key factor that can either enhance work enthusiasm or, conversely, decrease motivation, depending on how the decisions are made and the fairness of the process. Additionally, organizational culture plays an important role in shaping work motivation. Research by Prabu and Wijayanti (2016) revealed that a positive organizational culture can create a work environment that supports the achievement of company goals while minimizing internal conflicts. An organization with a positive culture fosters a conducive atmosphere for employees to perform optimally, reducing potential tensions, and improving interpersonal relationships within the organization. Conversely, if a negative culture is adopted, it can lead to harmful conflicts and reduce employee motivation and enthusiasm. Therefore, Bank Syariah Indonesia Banda Aceh Branch must maintain and develop a healthy organizational culture to support employee performance and achieve shared goals.

The study by Zulkarnaen and Riyanto (2022) provides valuable insights into emotional intelligence and work stress. Their research reveals that employees who can effectively manage their emotions are better equipped to handle workplace pressures and stress. Employees with high emotional intelligence can also manage conflicts more effectively, whether with colleagues or supervisors, which helps minimize negative impacts on their motivation. These findings are particularly relevant for BSI, as high stress levels and unresolved conflicts can significantly affect both performance and motivation. Therefore, stress management and enhancing emotional intelligence among employees are practical solutions to boost their work motivation. A separate study by Fitria et al. (2022) discusses the role of Islamic banks in empowering SMEs, highlighting the importance of financial institutions in fostering a supportive work environment for employees. When employees feel supported by their organization, they are more motivated to give their best. Bank Syariah Indonesia, with its vision of combining business ideals with Islamic principles, is expected to establish an organizational system that considers employee well-being. This approach can be reflected in job promotion policies that factor in performance, qualifications, and length of service. Additionally, the role of the Sharia supervisory board in corporate governance, as discussed by Wildan and Shalauddin (2024), shows how leadership within the organization can influence employee motivation. Involving the Sharia supervisory board in decision-making, especially regarding job promotions, strengthens employees' trust in the company. Transparent decisions based on Sharia principles foster a sense of fairness, which in turn boosts work motivation. When employees trust their leadership, they are more likely to work harder, improve productivity, and contribute to achieving the organization's goals.

Based on the findings from various studies, Bank Syariah Indonesia Banda Aceh Branch can formulate more effective policies to address the impacts of job promotions and organizational conflicts. One key step is ensuring that job promotions are carried out fairly and transparently, based on clear and objective standards. Additionally, it is crucial for management to maintain a positive organizational culture, provide support for the development of employees' emotional intelligence, and involve the Sharia supervisory board in decision-making processes that impact employees. This approach will not

only help improve employee motivation but also foster a conducive work environment that drives productivity and organizational success.

2 | THEORITICAL REVIEW

Work motivation plays a crucial role in achieving organizational goals. Without proper motivation, employees will struggle to deliver the desired results. Motivation is not just a supportive factor; it is the core drive that encourages individuals to put in more effort to accomplish their goals. Broadly, motivation can be understood as an internal force that influences actions, particularly when it comes to fulfilling personal needs and achieving specific targets (Silalahi et al., 2018). In the workplace, motivation refers to the psychological condition that affects how individuals work, their level of involvement, and their commitment to the tasks they are assigned. Motivated employees tend to show better performance and productivity, as well as a stronger commitment to achieving the organization's objectives. Several factors contribute to work motivation, including the rewards employees receive, the social relationships within the workplace, and opportunities for personal growth. Employees who feel valued and supported in their development are often more productive and loyal to the organization (Adhyka et al., 2024). Maslow's Hierarchy of Needs theory explains how motivation evolves as different levels of needs are met. Maslow divides human needs into five levels, starting with basic needs such as food and shelter, and progressing to higher needs like esteem and self-actualization. Initially, individuals focus on satisfying their basic physical and safety needs. Once these needs are fulfilled, they move on to social needs, such as forming relationships and gaining recognition from others. After these social needs are met, individuals tend to seek recognition or acknowledgment for their achievements. At the peak of this hierarchy is self-actualization, where a person strives to become the best version of themselves (Syahyuni, 2023). For organizations, understanding how motivation operates at each of these stages is essential. Those that can address both basic and emotional needs of employees will foster stronger motivation. When employees feel they can reach their full potential in their work, they are more eager to contribute their best efforts. Organizations that support their employees' needs are more likely to achieve long-term goals and create a productive work environment.

To enhance work motivation, organizations must implement several principles that foster a supportive environment for employee performance. One of the key principles is participation, where employees are involved in decision-making processes. By including them in these processes, employees feel more valued and have a greater role in determining the direction of the organization. This increases their sense of responsibility for the results achieved and motivates them to work harder, as they feel part of the decisions made. When employees are involved, they are more likely to be committed to the set goals (Apriadi et al., 2020). In addition, effective communication is crucial for creating strong motivation in the workplace. Leaders must ensure that the organization's goals and each individual's role are clearly and openly communicated. With good communication, employees can fully understand what is expected of them and how they can contribute to achieving the objectives. Leaders who are able to clearly convey the vision and mission can inspire the team and ensure that each member feels involved in the accomplishment of those goals. Effective communication also helps reduce confusion and enhances trust between employees and management (Harini & Damayanti, 2018). Recognizing employee achievements also plays an important role in strengthening work motivation. When an organization offers appropriate rewards, whether in the form of direct recognition, bonuses, or further development opportunities, employees feel appreciated for their efforts. This recognition not only boosts work enthusiasm but also increases employee loyalty to the organization. Feeling valued strengthens the emotional bond between employees and the company, which in turn motivates them to be more productive. Delegation of authority is another important factor that can enhance motivation. When employees are empowered to make decisions in their tasks, they feel more in control and responsible for their work. This sense of responsibility boosts their desire to produce the best results (Sigalingging, 2018; Anis et al., 2023). By integrating these principles into daily practices, organizations can cultivate a work culture that not only focuses on results but also takes into account the well-being and motivation of employees. When employees feel involved, valued, and empowered, they are more likely to deliver their best performance to achieve greater goals.

Work motivation plays a critical role in enhancing employee performance and productivity. When employees are motivated, they tend to put in more effort to achieve optimal results. Effective motivation drives individuals to increase their efforts, not only to meet existing expectations but also to innovate in the way they work. Support from the organization, such as training, recognition, and adequate facilities, helps employees work more efficiently and reduces the waste of time and resources (Syahyuni, 2023). As a result, employees become more focused, productive, and oriented toward long-term goals. In addition to improving performance, proper motivation can also increase job satisfaction. When employees feel valued and recognized for their efforts, they are more satisfied with the work they do. This satisfaction plays a significant role in creating loyalty to the company. Satisfied employees are more likely to stay longer and are more inclined to continue contributing to the company's success. They are also more motivated to work enthusiastically because they feel their work is appreciated and that they have a meaningful role in achieving organizational goals. On the other hand, employees who feel unappreciated or lack strong motivation may feel alienated, ultimately reducing their

productivity and performance (Wineka, 2025; Sigalingging, 2018). Good motivation also supports improved workplace discipline. Motivated employees are more likely to follow procedures, meet deadlines, and maintain work quality. They feel a greater sense of responsibility toward their tasks and strive to consistently meet established standards. With strong motivation, they not only focus on results but also on efficient and effective work processes. Furthermore, positive motivation helps create a harmonious work environment. Motivated employees feel more comfortable collaborating with their colleagues, building better working relationships, and fostering a productive, supportive environment. A team that works in a positive atmosphere is more likely to achieve common goals (Harini & Damayanti, 2018). Work motivation is not only important for improving individual performance but also for creating a more collaborative and productive work environment. Organizations that can maintain employee motivation will gain long-term benefits, both in terms of increased productivity and the achievement of shared objectives.

Job promotion is a powerful tool for boosting employee motivation. It's not only about salary increases or additional responsibilities; it's a way to recognize the hard work and achievements employees have made throughout their careers. The promotion process gives employees a sense of being valued, which in turn drives them to continue striving for excellence. When employees are promoted, they feel that their contributions are appreciated, leading to stronger commitment to the company's goals (Adhyka et al., 2024). Research shows that job promotions significantly impact both motivation and performance. Employees who are promoted often feel empowered and more motivated to improve their work. Promotions provide them with new challenges that help them refine their skills and broaden their work experience. These challenges often increase enthusiasm and encourage employees to aim for higher standards, which in turn leads to better individual performance and, ultimately, a positive impact on team and company performance (Wineka, 2025; Yulianti & Erda, 2018). A fair and transparent promotion process is crucial for fostering employee loyalty. When promotions are based on merit and are open to all, employees feel they are being given an equal opportunity for growth. This transparency reduces feelings of injustice and inspires them to work even harder. The recognition that comes with promotion boosts employees' enthusiasm to contribute more. Moreover, transparent promotions strengthen the relationship between employees and management, building a more supportive and trusting work environment. Employees who feel recognized for their achievements are not only motivated but also more loyal to the organization and ready to take on greater challenges ahead (Nupin et al., 2021). Promotion goes beyond simply improving an employee's status or salary. It's an effective strategy to enhance motivation, productivity, and loyalty. Organizations that manage promotions fairly and transparently will benefit in the long term through employees who are more engaged, more productive, and more aligned with the company's goals.

Herzberg's Two-Factor Theory explains two key factors that influence the relationship between job promotions and work motivation: motivators and hygiene factors. Motivators are directly related to achievements in work performance. Aspects such as task success, recognition for accomplishments, greater responsibilities, and opportunities for personal development are the main drivers that encourage employees to work harder and strive for improvement. When an employee receives a promotion, it is a recognition of their achievements and abilities, which boosts their confidence and work enthusiasm. This recognition motivates them to continue working with dedication and to achieve higher goals in their work (Nasution et al., 2024). However, job promotions are also influenced by hygiene factors, which are related to the work environment. These factors include elements such as salary, the facilities provided by the company, company policies, and relationships between coworkers and supervisors. While hygiene factors do not directly motivate employees to work harder, dissatisfaction with these aspects can lead to a decrease in motivation. For example, even if an employee receives a promotion, their motivation may decline if their work environment is unsupportive or if the company's policies are perceived as unfair. Therefore, it is important for management to ensure that hygiene factors, such as a comfortable work environment and fair policies, are maintained properly so that promotions can positively impact employee motivation (Nasution et al., 2024). Human resource management plays a critical role in creating a work environment that supports and considers both motivators and hygiene factors. Not only must job promotions be carried out effectively, but the working conditions must also be conducive to supporting employees' career development. A positive environment, where employees feel valued and have opportunities for growth, will strengthen their motivation. By fostering a healthy environment, both in terms of recognizing performance and maintaining supportive working conditions, organizations can enhance employee morale and improve overall productivity. Therefore, job promotions coupled with attention to motivator and hygiene factors form an effective strategy for achieving optimal workplace performance (Adiputra, 2023; Parawu et al., 2022).

3 | METHOD

This study adopts a quantitative approach, focusing on statistical analysis to test the hypotheses formulated. Data obtained through questionnaires are processed and analyzed to determine the relationships between the variables being studied. The primary instrument used is a questionnaire, distributed to respondents to measure the impact of job promotions and organizational conflicts on employee motivation. Before performing the data analysis,

the first step involves testing the validity and reliability of the questionnaire. The validity test ensures that each question in the questionnaire effectively measures what it is designed to measure. In other words, the questions must be relevant and capable of capturing information that aligns with the measurement objectives. This is tested using bivariate correlation, which assesses the relationship between each item in the questionnaire and the total score. Next, reliability testing is conducted to confirm that the questionnaire yields consistent results each time it is administered. A questionnaire is considered reliable if respondents' answers are stable over time. In this study, reliability is tested by calculating the Cronbach Alpha value, which must exceed 0.60 to be deemed reliable. Once the instrument testing is complete, multiple linear regression analysis is used to evaluate the relationship between the independent variables—job promotion and organizational conflict—and the dependent variable, employee motivation. The model employed in this analysis is.

$$Y = B_0 + B_1X_1 + B_2X_2 + \epsilon$$

Where Y represents work motivation, X_1 represents job promotion, X_2 represents organizational conflict, and ϵ is the error term. To evaluate the accuracy of the model estimates, a t-test is used to examine the influence of each independent variable on the dependent variable. The purpose of the t-test is to determine whether the proposed hypothesis is accepted or rejected. If the calculated t-value is greater than the t-table value, the alternative hypothesis is accepted, indicating a significant effect of the independent variable on work motivation.

To ensure the validity of the regression model, an F-test is conducted to determine whether the independent variables, as a whole, have a significant impact on the dependent variable. The F-test results show whether all the independent variables included in the model contribute simultaneously to the changes in work motivation. Additionally, the coefficient of determination (R^2) test is carried out to measure how much the independent variables explain the variation in the dependent variable. The results of this test will indicate how well the regression model represents the relationship between the variables under investigation.

To ensure the assumptions of linear regression are met, classical assumption tests are performed. A normality test checks if the residuals from the regression model follow a normal distribution, which is a key assumption for linear regression. This test is conducted using a probability plot, which visually confirms if the residual line aligns with the diagonal. If the line follows the diagonal closely, the residuals are considered normally distributed. Additionally, a multicollinearity test is used to detect strong correlations between independent variables. High multicollinearity can inflate estimation errors and affect the reliability of the results. The test is measured using the Variance Inflation Factor (VIF), where values should be below 10 to avoid issues with multicollinearity. Finally, a heteroscedasticity test is performed to confirm that the residuals have constant variance across all data points (homoscedasticity). This is tested using the Glejser test, which evaluates whether the variance of the residuals changes as the independent variable values change. If heteroscedasticity is detected, adjustments are necessary to ensure accurate regression parameter estimates. These tests aim to ensure that the regression model produces valid and reliable results and that the relationships between the variables are accurately represented.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Validity Testing

The validity of the data in this study was tested using statistical methods, specifically the Pearson product-moment correlation coefficient, assisted by SPSS version 15.0 software. The validation procedure involved comparing the correlation values obtained for each statement in the questionnaire with the critical value of the product-moment correlation at a 5% significance level. Based on the output generated by SPSS, all statements were tested and analyzed manually. The correlation values for each statement were then compared with the critical value of 0.294, which was derived from the product-moment correlation critical value table for $n = 45$ at a 5% significance level. The results showed that all statements in the questionnaire had correlation values higher than the specified critical value, indicating values above 0.294. Therefore, all statements in the questionnaire can be considered significant and meet the construct validity criteria. This means that the data obtained is reliable and relevant for further research. This ensures that the instruments used in this study are valid and can provide accurate information for subsequent analysis. The table below shows the full results of the validity test along with the correlation values for each statement.

Table 1. Validity Test Results

No.	Statement	Variable	Correlation Coefficient
A1	XI	0.798	0.294
A2		0.857	

: A3		0.813
: A4		0.718
: A5		0.351
: B1		0.869
: B2		0.782
: B3	X2	0.781
: B4		0.750
: B5		0.610
: C1		0.895
: C2		0.758
: C3	Y	0.820
: C4		0.612
: C5		0.523

Source: DataPrimer 2024 (processed)

Table 1 presents the validity test results, showing the correlation coefficients of each statement with a critical value of 0.294 at a 5% significance level (N=45). All statements have correlation coefficients greater than the critical value, indicating that the items in the questionnaire are valid. The correlation coefficients for statements related to variables X1, X2, and Y range from 0.351 to 0.895, demonstrating that the questions are both relevant and effective in measuring the intended variables. These findings confirm the reliability and accuracy of the data used for further analysis. (DataPrimer 2024).

4.1.2 Pengujian Multikolinearitas

The multicollinearity test is performed by checking the Variance Inflation Factor (VIF) for each independent variable in the regression model, which includes the dependent variable. The purpose of this test is to detect whether there is a strong correlation between one or more independent variables that could cause multicollinearity issues. If the VIF value is greater than 5, it indicates multicollinearity, meaning there is a high correlation between the independent variables. On the other hand, if the VIF value is less than 5, it can be concluded that multicollinearity does not occur, meaning the relationships between the independent variables are within acceptable limits. This process is important because multicollinearity can affect the accuracy of regression parameter estimates, leading to biased or inaccurate results. Therefore, by examining the VIF, researchers can ensure that the regression model provides valid results. This test helps identify variables that might provide redundant or unnecessary information, thus improving the efficiency and reliability of the analysis results. In this study, the multicollinearity test was conducted by calculating the VIF for each independent variable. The results provide a clear understanding of the relationships between variables in the model and highlight any issues that need to be addressed.

Table 2. Variance Inflation Factor (VIF) Values

Independent Variable	Tolerance	VIF	Description
Job Promotion (X1)	0.635	1.574	No Multicollinearity
Organizational Conflict (X2)	0.635	1.574	No Multicollinearity

Source: Data Primer, 2024 (processed).

Table 2 shows the Variance Inflation Factor (VIF) values for the independent variables. Both job promotion (X1) and organizational conflict (X2) have a VIF of 1.574, which is below the threshold of 10, indicating no multicollinearity between the variables. The tolerance value for both variables is 0.635, confirming that there are no issues with multicollinearity in the regression model.

4.1.3 Regression Coefficients (β)

- 1) The regression coefficients obtained in this study provide an overview of the influence of job promotion and organizational conflict on employee work motivation at Bank Syariah Indonesia, Banda Aceh Branch. Each regression coefficient indicates the extent to which each independent variable influences the dependent variable, which is employee work motivation.
- 2) The constant value of 2.412 indicates that if job promotion (X1) and organizational conflict (X2) are held constant, the employee work motivation at Bank Syariah Indonesia Banda Aceh will be 2.412 on a Likert scale. This suggests that employee work motivation is still at a relatively low level. It implies that the current job promotion process is not yet effective in boosting employee motivation. Furthermore, organizational conflict may disrupt employee activities, potentially lowering their work enthusiasm.

- 3) The regression coefficient for job promotion (X1) is 0.220, meaning that a 1% increase in job promotion will lead to a 0.220% increase in employee work motivation, assuming all other variables remain constant. The better the implementation of job promotion by the organization, the greater its impact on increasing employee motivation. This shows that clear and fair job promotions can be one of the key factors driving employees to work more energetically and motivated in carrying out their tasks.
- 4) The regression coefficient for organizational conflict (X2) is 0.178, indicating that a 1% change in organizational conflict will result in a 0.178% increase in employee work motivation, assuming all other variables remain constant. Although conflict is often perceived negatively in organizations, the results show that well-managed conflict can serve as a challenge that increases employee motivation. This suggests that conflict does not necessarily have to have a negative impact as long as it is managed constructively and positively.

4.1.4 Correlation and Determination Coefficients

To examine the relationship and influence of the independent variables on employee work motivation at Bank Syariah Indonesia, Banda Aceh Branch, analysis was performed using correlation and determination coefficients. The correlation coefficient indicates the strength of the relationship between the independent variables and employee work motivation, while the determination coefficient measures how much the independent variables can explain the variation in work motivation. The results of this analysis provide insight into how job promotion and organizational conflict are related to employee motivation levels. The attached tables present the calculation results for the correlation and determination coefficients, offering further understanding of the impact of these two variables on employee work motivation at Bank Syariah Indonesia, Banda Aceh Branch.

Table 3. Analysis of Variance (ANOVA)

R	R Square	Adjusted R ²	Std. Error of the Estimate	DW	Description
0.814	0.662	0.646	0.138	2.110	Very strong correlation

Source: Primary Data, 2024 (processed)

Table 4. Analysis of Variance (ANOVA)

Model	Sum Square	df	Mean Square	F _{hitung}	F _{tabel}	Sig.
Regression	1.567	2	0.783	41.155	3.209	0.000
Residual	0.800	42	0.019			
Total	2.367	44				

Source: Primary Data, 2024 (processed)

- 1) The research findings for the job promotion variable (X1) show a t-calculated value of 4.315, while the t-table value is 2.015. This calculation indicates that t-calculated > t-table with a significance level of 0.000, which is far below $\alpha = 5\%$. Therefore, the statistical result suggests that, on a partial basis, the job promotion variable (X1) significantly influences employee work motivation at Bank Syariah Indonesia, Banda Aceh Branch.
- 2) The research findings for the organizational conflict variable (X2) show a t-calculated value of 3.756, while the t-table value is 2.015. This calculation shows that t-calculated > t-table with a significance level of 0.001, which is well below $\alpha = 5\%$. Therefore, the statistical results indicate that, on a partial basis, the organizational conflict variable (X2) significantly influences employee work motivation at Bank Syariah Indonesia, Banda Aceh Branch.

4.1.5 Hypothesis Testing

To test the hypotheses proposed in this study, both F-test and t-test were used. These tests were selected because each provides different information regarding the relationship between the variables. The F-test is used to determine whether the independent variables collectively have a significant effect on the dependent variable. This test helps evaluate whether the regression model sufficiently explains the variation in the dependent variable. On the other hand, the t-test focuses on testing the individual relationships between each independent variable and the dependent variable. The t-test reveals the extent of the influence each independent variable has on the dependent variable and whether this influence is significant. The results from both the F-test and t-test provide a clear picture of the impact of the independent variables on employee work motivation. It is essential to perform these tests to ensure the results are not due to chance and truly reflect a genuine influence. This analysis helps to determine whether the proposed hypothesis is accepted or rejected. These tests are crucial in ensuring the validity of the model and providing a solid foundation for decision-making in this research.

- 1) The results of the simultaneous test show an F-calculated value of 41.155, while the F-table value at a significance level of $\alpha = 5\%$ is 3.219. This calculation shows that F-calculated > F-table, with a significance level of 0.000. Therefore, this result can be used to decide that the alternative hypothesis (H_a) is accepted, and the null hypothesis is rejected. This means that job promotion (X1) and organizational conflict (X2) have a significant impact on employee work

motivation at Bank Syariah Indonesia Banda Aceh Branch.

- 2) The t-test results also show that all variables, namely job promotion ($4.315 > 2.015$) and organizational conflict ($3.756 > 2.015$), significantly influence employee work motivation at Bank Syariah Indonesia Banda Aceh Branch, as the t-calculated value exceeds the t-table value at a significance level of $\alpha = 5\%$.
- 3) The findings of this study are consistent with research by Retno Hartati (2005), which states that organizational conflict is the strongest factor influencing employee motivation, while education ranks second. Therefore, motivation decline caused by organizational conflict should be avoided. This study also recommends creating a harmonious work environment by ensuring employees feel comfortable and protected. Solidarity among coworkers, the relationship between leaders and subordinates, and interdepartmental relationships should be fostered in a family-like atmosphere. Leaders, as decision-makers, should set a good example and communicate instructions transparently in a coaching manner. Communication channels, such as regular meetings, should be developed to address issues such as employee dissatisfaction and differing opinions promptly. Furthermore, leaders should encourage employees to further their education by providing flexibility and support for those who have completed their education, motivating them to work better.

4.2 Discussion

This study reveals the significant impact of job promotion and organizational conflict on employee work motivation at Bank Syariah Indonesia Banda Aceh Branch. The analysis shows that both factors play an essential role in influencing employee enthusiasm. A deeper understanding of these factors can provide guidance for management to formulate more effective policies to improve organizational performance. The results indicate that job promotion has a positive impact on employee motivation. With a regression coefficient of 0.220, each 1% increase in job promotion can raise employee motivation by 0.220%. This finding aligns with the study by Harini & Damayanti (2018), which suggests that fair and clear promotions can improve job satisfaction and motivate employees to perform better. Employees who feel valued through promotion tend to be more motivated and committed to their tasks. A similar study by Sigalingging (2018) also supports this, showing a strong relationship between job promotion and improved employee performance. Employees who are given opportunities for promotion feel more appreciated and more driven to achieve organizational goals.

Organizational conflict, although often viewed negatively, can have a positive effect on work motivation if managed well. The study findings indicate that well-managed conflicts can motivate employees to improve their performance. The regression coefficient for organizational conflict is 0.178, indicating that a 1% change in conflict can increase employee motivation by 0.178%. This is consistent with the findings of Zulkarnaen & Riyanto (2022), which highlight that conflicts managed constructively can boost employee productivity. On the other hand, poorly managed conflict can lower morale and create tension between employees. Therefore, management needs to develop effective conflict resolution strategies, so that conflict becomes an opportunity for performance improvement, not an obstacle.

The results underscore the importance of management's role in handling job promotions and conflicts to enhance employee motivation. Clear and transparent promotion policies make employees feel more valued and motivated to excel. This not only increases individual motivation but also positively impacts team performance. Furthermore, when organizational conflict is handled well, it can be an effective tool for boosting motivation and enthusiasm. Management must provide open communication channels and create a work environment that supports constructive problem-solving. Conflicts resolved effectively can lead to increased cooperation and productivity.

Based on these findings, it is recommended that management at Bank Syariah Indonesia Banda Aceh Branch improve its job promotion policies by emphasizing transparency and fairness. This will encourage employees to work harder and become more productive. Additionally, it is crucial to build an organizational culture that supports constructive conflict resolution, so conflicts will not diminish motivation but instead enhance employees' enthusiasm. Effectively managing conflict and offering fair promotion opportunities will create an environment that supports high motivation and optimal performance.

In conclusion, this study finds that job promotions and the management of organizational conflict significantly influence employee motivation at Bank Syariah Indonesia Banda Aceh Branch. Fair and clearly structured promotions enhance motivation, while wisely managed conflicts can drive employee enthusiasm. Therefore, management needs to improve job promotion policies and create more effective conflict resolution systems to support the achievement of organizational goals and improve employee motivation and performance.

5 | CONCLUSIONS

This study demonstrates that job promotion and the management of organizational conflict significantly impact employee motivation at Bank Syariah Indonesia (BSI) Banda Aceh Branch. The analysis reveals that both factors positively influence employee enthusiasm. Transparent and fair job promotions can boost employee motivation. A 1% increase in job promotion potentially raises employee motivation by 0.220%. This emphasizes that job promotion is not only a form

of recognition but also a catalyst for working harder. Employees who feel valued through promotion are more motivated to give their best in their work. Therefore, it is crucial for management at Bank Syariah Indonesia Banda Aceh Branch to ensure that the promotion process is clear, objective, and based on transparent performance metrics. Meanwhile, well-managed organizational conflict can serve as a motivator for employee work motivation. A 1% change in effective conflict management can increase motivation by 0.178%. While poorly managed conflict may lower morale, when addressed constructively, it can enhance cooperation among employees and create a better work environment. Therefore, management must provide open communication channels and foster an environment that supports positive conflict resolution. Fair job promotion and effective conflict management can improve employee motivation. Management at BSI Banda Aceh Branch is advised to continue improving promotion policies and create a more effective conflict resolution system, which will support the achievement of organizational goals and enhance employee productivity.

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