

# Impact of Promotion on Job Satisfaction and Organizational Productivity: A Study of Usmanu Dan Fodiyo University Sokoto, Nigeria

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| Received: 15.05.2019 | Accepted: 22.05.2019 | Published: 30.05.2019

DOI: [10.36348/sjbms.2019.v04i05.005](https://doi.org/10.36348/sjbms.2019.v04i05.005)

## Abstract

The objective of this study was to determine the impact of promotion on job satisfaction and organizational productivity among staff of Usmanu DanFodiyo University Sokoto, Nigeria. Sample was selected through stratified random sampling technique and data was collected from 341 staff (academic, senior non-academic and junior staff) category of the university, out of which 308 questionnaire was retrieved and therefore, analysis was based on the 308 returned questionnaire. The analysis was done with the use of SPSS software version 21, using descriptive analysis to describe demographic characteristics of respondents, Pearson product moment correlation to test the relationship between the variables while chi square and regression was also used in analyzing the data obtained from the field. The result indicated that there was positive significant relationship between promotion opportunity and job satisfaction. The study therefore, recommends that organization should consider promotion variable as a means of retaining best brain and reduce brain drain in the organization.

**Keywords:** organizational productivity, SPSS software.

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## INTRODUCTION

A sound, effective and general promotion policy is necessary to keep the employees efficient, committed and contented in discharging their office responsibilities. In fact, no human resource management system can work and remain efficient and effective, if abundant opportunities are not provided to the employees to rise higher and higher. As argued by Bhagwan & Bhushan [1] of the major problem of human resource management practices one having to do with the promotion of employees ranks first in importance. As argued by Okpara *et al.*, [2] an understanding of the factors involved in job satisfaction is important in improving the happiness of workers, as it influences the mental and physical wellbeing of the employees in their work place as well as the quality of the work they do. It is against the above background that this paper intends to investigate the impact of promotion on job satisfaction and organizational productivity, in relation to increasing performance of employees and attainment of organizational goals and objectives. To do this, the paper is divided into five parts, with part one containing the introduction, part two review literature on the meaning and categories of promotion, lines and guidelines for promotion, elements and importance of promotion and essential of a proper promotion system. Part three covers methodology,

while part four presents and analyzes data collected. Part five covers conclusion.

### Promotion: Scope and Meaning

Promotion refers to advancement in rank and status leading to enhancement of emoluments [1]. Promotion refers to some indicators according to Hasibuan [3] as follows: Increased responsibilities, increased duties, enhancement of rights and improvement of authority. Promotion is shifting of employee for a job of higher significance and higher compensation. In essence, the movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibilities and rank and an improved compensation package is a promotion [4]. Promotion is the reassignment of an employee to a higher-rank of job [5]. Promotion according to Rao [6] refers to upward movement of an employee from current job to another accompanied with higher pay increased responsibilities and/or organizational level and better working conditions to the promotee.

Sharma *et al.*, [7] viewed promotion from two points of view, from the point of view of the employee, and from the point of view of the employing authority. The former viewed promotion as an advancement from a lower grade or class of the service to a higher one

carrying a larger salary and higher duties and responsibilities, while from the point of view of the employing authority, it means filling up the higher posts by the fittest employee from within the service. As a matter of principle, public interest rather than the interest of individual employees should be the major consideration in making promotion. However, care has to be taken that promotion made should not leave an impression of injustice or unfairness among the employees, for that too is detrimental to the attainment of organizational goal.

Rao [6] argued that, there can, of course, be 'dry promotion' where a person is moved to a higher level job without increase in pay. Promotion according to Bhagwan and Bhushan [1] is indeed, different from up gradation which means elevating the place of the job in the organizational hierarchy or including the job in higher grade (minor enhancement in pay in tune a particular grade). A transfer according to Bhagwan and Bhushan [1] implies horizontal movement of an employee to another job at the same level, hence, there is no increase in pay, authority or status, and cannot act as a motivational tool. Promotion, on the other hand, has an in-built motivational value, as it elevates the status and power of an employee within an organizational setting [8]. In sum therefore, promotion is evidence of recognition of employee performance, someone who is promoted will be considered to have a good performance on the job.

### Categories of Promotion

Sharma *et al.*, [7] distinguish two categories of promotion:

- Promotion from a lower grade to a higher grade within the same class, example from clerical to executive.
- Promotion from one class of the service to a higher class, example from class II to class I, or from the clerical class to administrative class. Promotion of the former category are usually left to the discretion of the head of the department concerned, but in the case of class to class promotion, sanction of or clearance with a central authority is required.

### Lines of Promotion

Promotion is not made over the whole service as a single unit. Normally, a vacancy in a higher post in a department may exist, even though older or more qualified hands may be awaiting their chance for promotion in another department. To bring an outsider on promotion creates discontent and frustration among the employees of the department. Inter-departmental promotion, however, occur in three circumstances as opined by Sharma *et al.*, [7]:

- In connection with the highest posts, example, of the secretaries or heads of departments and their deputies, principal financial officers and principal establishment officers.

- When the department concerned has to fill a particular post for which no suitable candidate is available in that department.
- When a new department is created or expansion of an existing department takes places. It is the normal practice to take special steps to consider the claims of officers serving in other departments for appointment to the new post created. On the basis of this, Sharma *et al.*, [7] argued that, the departmental basis of promotion makes it difficult to secure equality of opportunity for advancement for the civil servants as a whole.

### Elements of Promotion

Laxmikanth [9] highlights five elements (components) of promotion:

- Change of position, that is, from lower position to higher position
- Change of duties, from less difficult type of work to more difficult type of work
- Change of responsibility, from lesser responsibility to greater responsibility
- Change of pay, from lower salary scale to higher salary scale.
- Change of title, from lower designation to higher designation.

However, from the employer's angle, promotion implies filling up the vacant higher posts with suitable and experienced persons from within the public service. In this respect, promotion can also be called 'indirect recruitment' or 'recruitment from within the organization' [9].

### Importance of Promotion

Willoughby states that 'promotion of employees from one position to another probably ranks first in importance'. Promotion is very important for the organization, because in promotion the stability of the organization and employee morale will be rest assured, and that promotion can affect employee satisfaction [10]. More so, hopes to be promoted have a strong role in the attainment of organizational goal. Employees who are aware that they will be promoted will work extra hard to ensure that the get promoted [10].

Accordingly, employee's promotion is of great importance as a reward or possible reward. Indeed, actual promotion is a reward, while the opportunity for promotion is a possible reward and a badly planned and unjust promotion system harms an organization not merely by pushing ahead unqualified persons but also by undermining the morale of the group. The British Fulton committee 2010 observed, the right promotion at the right time is an essential part of the process of developing full talents of men and women in the service.

## Principles of Promotion

There are three principles of promotion as stressed by Laxmikanth [9], they include;

1. **Seniority Principle:** Seniority principle is the oldest and still predominant principle of promotion. Seniority means, the duration of service of an employee. According to this principle the order of precedence in making promotion is determined by the duration of service of the employees. For example, if employee X has longer service to his credit than employee Y in a given position, then X is eligible for promotion.
2. **Merit Principle:** Implies that the most meritorious employee should be promoted. According to this principle, promotion is determined by qualifications and achievements of employees, irrespective of the length of service.

The following methods are used to test and judge the merit of the candidate seeking for promotion.

- Personal judgment of the head of the department i.e. promotion-making authority.
- Promotional examination, either written, oral or both.
- Efficiency rating i.e. service ratings.

## The Security-cum-Merit Principle

This principle provides that promotion should be determined on the basis of both, the length of service as well as qualification and achievement of the employees.

## Essentials of a Sound Promotion System

Willoughby laid down the following essentials of a sound promotion system:

- Adoption of standard specifications setting i.e. duties and qualifications required for all promotions in the government service.
- The classification of these positions into distinct classes, series, grades and services.
- The inclusion within this classification of all the higher administrative positions except those having a political dimension.
- The adoption, as far as possible of the principle of recruitment from within for filling up of higher posts.
- The adoption of the principle of merit and merit alone in determining the promotion of employees.
- The provision of adequate means for determining the relative merit of employee eligible for promotion.

## METHODOLOGY

This study adopted survey research design and structured questionnaire based on five Likert scale was used to collect data. The research population covered the 2907 staff of Usmanu DanFodiyo University Sokoto. The respondents covered academic staff, senior non-academic staff and junior staff of the university. There are 1142 academic staff, 812 senior academic staff and 953 junior staff. It is worthwhile to note that out of the 2907 employees at Usmanu DanFodiyo University 341 was selected as the required sample size based on Krejcie & Morgan [11] table of determining sample size in a given research activities, as the table indicates that when the total population is 3000 a sample of 341 will be the required sample size, as the total population of Usmanu DanFodiyo University Sokoto employees was 2907 which is close to 3000, a sample of 341 is taken as the sample size of the study. After getting the required number of the sample size, the research divides the sample size into three stratification based on the categorization of staff (academic, senior non-academics and junior staff) in order to ensure that all the category of the staff were duly represented. The population of each category of staff (academic, senior non-academics and junior staff) stratification was divided by the total number of the entire population and multiplied by the sample size. For instance, the academic staff numbering 1142, this number was divided by the entire population of the study which is 2907 and then multiplied by sample size which is 341, this gives 134, i.e.  $(1142/2907 \times 341 = 134)$ . Therefore, 134 is the required number of elements that will represent the academic staff. This approach was used to get the required number of elements that represent both the senior non-academics and junior staff of the University.

The method that was used in drawing out sampled respondents for the study is stratified sampling technique. In stratified sampling, the sampling frame is divided into homogeneous and non-overlapping sub groups called (Strata) and a simple random sample is drawn within each sub groups [12]. Here the study population was divided into the existing strata academic staff, senior non-academics staff and junior staff category, from which the sample was drawn. In selecting the sample, the study used the existing faculties and major units/divisions of the University to which the staff are deployed with a view to ensure adequate representation of the staff of the university deployed to the various faculties and units/divisions of the University.

A total of 341 copies of questionnaires were administered out of which 308 copies were filled and returned. Data was analysed using descriptive and inferential statistics. The analysis was done with the help of SPSS software version 21.

**Table-1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig(P Value)
1	.321 <sup>a</sup>	0.103	0.100	0.27423	35.153	0.001

Source: SPSS Version 21 Statistic Output

**Table-2: Regression Results of the Effect of Promotion on Organizational Productivity**

Variable	Coefficient	P-value	T-Statistics	Standard Error
Promotion (PRM)	0.321	0.001	5.929	0.036

Source: SPSS Version 21 Statistic Output

The regression result presented in Table-2 shows that promotion had coefficient of 0.321, while the coefficient of the model was 0.212 with p-value of 0.001. In the model R<sup>2</sup> value was 0.103 meaning that promotion has positive and significant relationship with organizational productivity at 1% level of significance. The result of the regression has therefore clearly revealed that there is significant relationship between promotion and organizational productivity.

The analysis of variance (ANOVA) of regression model, gave F-value 35.153 with p-value of about 0.001, the output clearly revealed that there is a

statistical significant relationship between promotion and organizational productivity seen the p-value of the model is less than the level of significant 0.05 and we conclude that the relationship between promotion and organizational productivity is positive. This was in agreement with a prior expectation, it is also in line with the results of Pearson correlation reported in Table-3, which reveals that there is positive and significant correlation between promotion and organizational productivity, as both the linear regression and Pearson correlation results has an estimated coefficient of 0.32 with significant value of probability of less than 0.01.

**Table-3: Correlations of Promotion to Organizational productivity**

		PROMOTION	SERVICE DELIVERY
PROMOTION	Pearson Correlation	1	0.321 <sup>**</sup>
	Sig. (2-tailed)		0.000
	N	308	308
Organizational productivity	Pearson Correlation	0.321 <sup>**</sup>	1
	Sig. (2-tailed)	0.000	
	N	308	308

Source: SPSS Version 21 Statistic Output. Correlation is significant at the 0.01 level (2-tailed).

**Table-4: Chi-Square Test for Promotion and Organizational Productivity**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	230.318 <sup>a</sup>	180	.007
Likelihood Ratio	217.411	180	.030
Linear-by-Linear Association	31.634	1	.000
N of Valid Cases	308		

Source: SPSS Version 21 Statistic Output

Table-4 shows chi-square analysis on the association between promotion and organizational productivity using Pearson, Likelihood Ratio and Linear-by-Linear methods. The results of chi-square tests revealed that promotion and organizational productivity are highly associative since sig. values (p values) are all less than 0.05.

## DISCUSSION

Analysis of the relationship between promotion, job satisfaction and organizational productivity was done with the help of SPSS software. After the respondents had filled in the questionnaire, the data was entered into the software and the analysis was made thereafter. Hence, to achieve this objective, a hypothesis was framed as 'There is a significant relationship between promotion and organizational

productivity' the findings of the study signify higher positive relationship between promotion and organizational productivity. This findings is not perhaps surprising as it supports the finding of Noraani [13] whose result indicates that there was a significant positive relationship between promotion opportunity and job satisfaction and therefore, the research recommends that for efficient service delivery organization should consider the variable of promoting satisfaction among it employees in order to retain the best brain in the organization, which will in turn leads to the attainment of the organizational objectives. In addition, the finding also confirms the findings of Saharuddin & Suleiman [8] whose research result shows that promotion have significant and positive impact on job satisfaction, morale and work productivity. The study proves that promotion as fringe

benefits to employees serve as an important factor for organization to continuously improve their productivity.

## CONCLUSION

This study focused on examining the impact of promotion on job satisfaction and organizational productivity among staff of Usmanu DanFodiyo University Sokoto, Nigeria. The findings of the study revealed that, promotion have a positive correlation with organizational productivity. The findings was useful in determining job satisfaction among both academic and non-academic staff of the university, as delay in promotion will always lead university staff especially lecturers to look for other work opportunities outside the university environment. Therefore, all organizations most especially, educational institutions with higher caliber of qualified manpower should consider promoting their staff, whenever the meet criteria that qualified them to be promoted to the next level of position or rank with higher remuneration package. Since, promotion and improved remuneration are the main focus of all academics, as this will minimize brain drain of professional to other field.

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