

Investigating the Influence of Workplace Promotion on Employees' Performance in Zanzibar Public Sectors

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ABSTRACT: The purpose of this investigation has been to measure the influence of workplace promotion on employees' performance in Zanzibar public sectors through promotional procedure, policy and management attitudes viewpoints. The case study research design was adopted to investigate this contemporary phenomenon and employed self-administered questionnaires for 40 individuals and proprietors in local Business and Property Registration Agency-a public sector operating in Zanzibar, Tanzania. The primary data collected were supplemented with secondary data and analysed using quantitative procedures. The result shows the presence of correlation between promotion and employees' performance with significance at 5% level. The management attitude is 0.523 and employees have faith to management attitude ($P= 0.001$), promotional policy, is 0.425 which facilitates employees to attain goals with ($P= 0.005$). Promotional procedure also revealed 0.546 that increases employees' performance and commitment with correlation of ($P= 0.001$). The results show that strong relationship exist in perceived performance and strength of promotional policy, promotional procedure and employees' performance and relationship also exist in management attitude on promotion and employees' performance which means promotional procedures and practices have to be fully implemented in public organizations for better employee's performance.

KEYWORDS: Working Environment, Promotion, Performance, Public Institutions, Zanzibar.

1 BACKGROUND AND INTRODUCTION

A working environment is the essential phenomena in any place of working since it contribute to the high extent of the performance of employees in the organization (Patrick Herzberg, F. (1968). In the 1990's, the factors of working environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes Gupta, C.B. (2005). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employee's performance which leads to contribute in productivity at the workplace (Boles et al.2004).

One among the important aspect of working environment is promotion. This is the practice of placing employees from lower grades in the organization into higher grades with subsequent increase in salary on one hand and responsibilities on the other hand. In the modern working environment the organization used promotion as a tool of developing competitive spirit, to attract trained, competent and hardworking People, recognize an employee's skill and knowledge, increase sense of belongings and impress other employees that opportunities are available for them too if they also perform well.

In the USA and UK, promotion is effectively undertaken through the base of seniority (Bhattacharyya, 2002). In developing countries, the employee promotion yet remains a critical issue that is why given essential priority and constitutionally right to employees. As in India, the Supreme Court has ruled that a government employee has a fundamental right to be considered for promotion and it is mandatory for the centre and states to carry out cadre view of eligible officers for promotion to the Indian service. (<http://www.indiaexpress.com>, 14/11/ 2012)

In Zanzibar-Tanzania, promotion of public servants is effected in accordance with the Public service management policy (2010), Public Service Regulations (2014), and the Public service Act. No. 2 (2011). These provisions insist on promotion on merit, based on academic qualification, performance, skills, personal qualities and job experience. Despite the fact that different government initiatives have been made by the government, still there are some challenges facing an implementation of employee promotion within government organizations

1.1 PURPOSE AND SIGNIFICANCE

Evidence shows that, there has been a dilemma on whether there is a direct influence of promotion on employees' performance in public sector offices and no reported research has been found that directly addresses the impact of promotion towards employees' performance in public institutions in Zanzibar. Thus, the purpose of the study is to assess the impact of promotion on employees' performance in Zanzibar public sectors with case observation from Business and Property Registration Agency (BPRA) under the Ministry of Trade, Industries and Marketing.

In Zanzibar public sectors, poor personnel promotion practice is a challenge facing majority of workers in civil service which have special impact to improved performance and human resource at large. The 2001/2002 National Manpower survey conducted by the government had identified that 75.9% of employees were not promoted for the last five years (RGZ 2004). The situation is more painful to professional and skilled personnel where the problem of employees' promotion has been spilling over to wastage of manpower, labour turnover and brain drain (Semboja, 2007). This study will be useful to the public sector so as to evaluate the working environment in order to improve the performance of employee and specifically at the Business and Property Registration Agency. The study may assist both public and private sector to review the employee promotional policy and procedure as a part of working environment and find the possible ways to make better environments to attract the respective employees. Moreover, the study is expected to contribute to policy formulation and strategic intervention through working environment in both public and private sectors.

1.2 LITERATURE OUTLOOK

Working environment has been defined by Abbott, J. (2003) as an entirely situation comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employees' activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employees' satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity and performance. In Uganda, a study conducted by (Chris, 2009) titled promotion as a motive factor was conducted in Kampala central with a case of Uganda Police Force (UPF) and specifically procedures used in promotion of the Uganda Police Officers, the effectiveness of promotion as a motivation, suggesting the possible way to improve performance at workplace in police force and procedures which the Uganda police forces uses in the exercise of promoting its officers were studied. Peter (2014) conducted a study in Dar es Salaam city exploring the impact of promotion on employees' performance. The study specifically assessed positive impacts of promotion to the individual employees and organization performance, factors that hinder effective implementation of promotion practice to employee of Dar es Salaam city council, and implementation of promotion procedures.

Haji (2013) on assessing factors affecting employees' performance in Zanzibar Government organizations was reviewed. The study used a case of Ministry of Social Welfare, Youth, Women, and Children Development specifically studying about Performance Appraisal system in Zanzibar organizations, implementation of scheme of services in Zanzibar government organization toward promotion processes and examining Institutional financial capacity and how it meets the promotion requirements and lastly assessment of the implementation of promotion policy.

1.3 EMPLOYEE PERFORMANCE

Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance.

1.3.1 THE CONCEPT OF PROMOTION

Gupta (2012) defined promotion as that advancement of employee from low job responsibilities to take higher responsibilities of more status in an organization with the increased salary. In other words it refers to assigning higher level job responsibilities to an employee and better working condition and with the advancement of payment. It may happen that an employee to be assigned greater responsibility without increase of salary this is called dry promotion. For example, when a school class teacher is appointed to be a discipline master, Academic master or head of English department it is termed as dry promotion (Gupta *ibid* 2005). Promotion may be made permanent or temporary according to the posts in an organization.

1.3.2 THE ADAMS EQUITY THEORY

This theory suggests that individuals compare themselves with others in an equivalent position is treated in the same manner. According to Adam (1963), individuals are motivated when they perceive that are treated equitably in comparison to others within the organization. Therefore, the application of this theory in promotion process is that employees to be promoted in an organization should be considered equally basing on their performance to make the process equitably. Equitably promotion should consider evaluation of employees' inputs and associate with outcome if the comparison perceived to be similar equity exist and vice versa is true (Anorld & Feldman 1986; Bateman and Snell, 1999). From this theory, Managers involved in promotion process have to consider two things equal chance for promotion among all employees and the relationship between employees' inputs and outputs (Hellriegel, Slocum and Woodman 1998). In simple language employees should be considered equally during promotion process and also promotion should equity between employees' performance and the promotion to be given.

2 MATERIALS AND METHODS

Case study design has been adopted in this study because of its viability and flexibility in terms of data collection and methods of analysis. It has enabled the investigator to discover as much as possible, provision of useful insight and depth understanding about impact of working environment on employees' performance at BPR. The population of 40 of which 14 female and 26 male, Officer Grade II (6), Senior Officers (5) Assistant Officers Grade III (5), Assistant Officers Grade II (5) Officers Assistant Grade I (5), Supporting Staffs (12), Principal Officers Grade I (2) were intercepted. This was determined in line with Roscoe's (1970) rule of thumb that states sample size between 30 and 500 is sufficient for a study. This number is considered to be large enough to yield reliable data and to guard against non-responses. The questionnaire helped to generate a comprehensive understanding of the research problem and the distribution of the respondents was as shown in table 1 below.

Table 1. Categories of respondents

Categories of Respondents	Number of respondents
Senior Officers	5
Officer Grade II	6
Supporting staffs	12
Assistant Officer Grade III	5
Assistant Officer Grade II	5
Officer Assistant Grade I	5
Principal Officer Grade I	2
TOTAL	40

2.1 CONCEPTUAL FRAMEWORK

The framework below consists of Employee promotion in terms of management attitudes, promotional policy and promotional procedure as independent to and the employees' performance. In this regard; independent variables are manipulated to cause or to influence performance outcomes. On other hand, the dependent variables are the intended aims of the study which is expected to result from the exposure of the independent variables. As exposure varies, results may differ. Employee performance is measured in terms of efficiency and effectiveness. While efficiency is the ability to produce the desired outcomes by using as minimal resources as possible, effectiveness is the ability of employees to meet the desired objectives or target. Therefore, Employee performance is measured in terms of results that organizations' achieve in relations

to its objectives. In principle, it can be measured at the output, outcome or impact level. Performance should therefore be measured by the results (output/outcomes) that an organization produces as recommended by Adams, J. S. (1965).

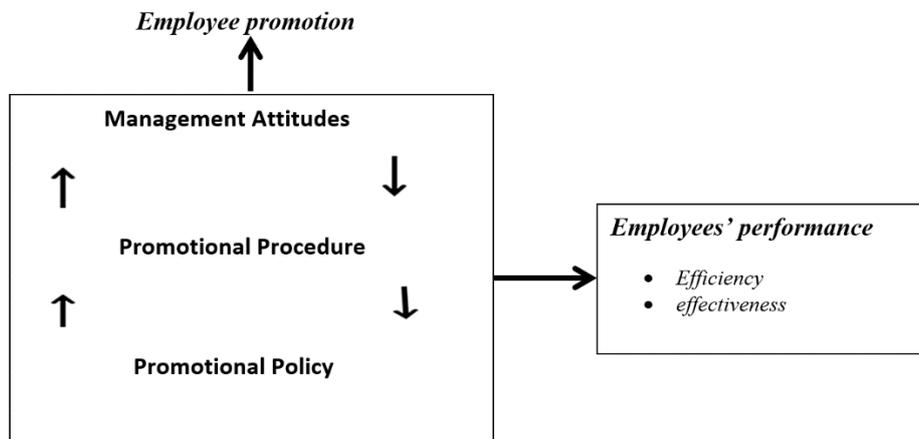


Fig. 1. Conceptual Framework

Source: Researcher's own elaboration

The 40 complete questionnaires were edited for accuracy, uniformity, consistency and completeness. Summaries of data findings together with their possible interpretations have been presented by using percentage, frequencies, tables and correlation. The data collected from questionnaires were edited, tabulated and analysed and simple descriptive statistics frequencies and percentages were computed. The data from the quantitative questionnaire were analyzed using Statistical Package for the Social Science (SPSS).

3 RESULTS AND ANALYSIS

Number of respondents and categories were analyzed separately to get realistic information from each category as particularized here under in Fig. 2.

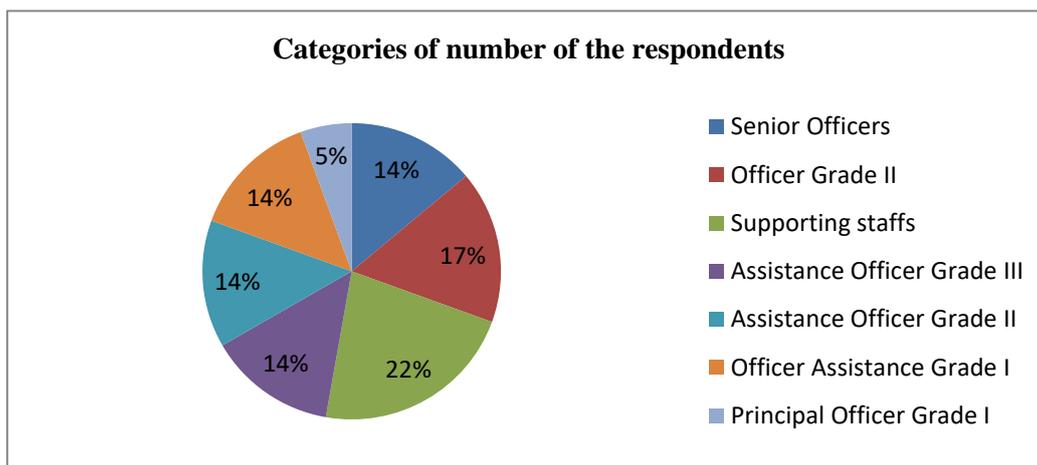


Fig. 2. Categories of number of the respondents

Generally, the profiles of the above mentioned categories involved high number of males as compared to female respondents probably due to the nature of the work done where males work hard more than females. Likewise, the exposed sex status of respondents might help the researcher getting a picture on the impact of sex in relation to promotion on employees in the public sector.

Figure 3 shows that, out of 40 respondents 16 (40%) said the *management attitude* support employees' promotion (strongly agree) that make performance while 5 (12.5%) said that did not agree with it. This implies that majority of the employees were agreed with management attitude to promote the employees' performance.

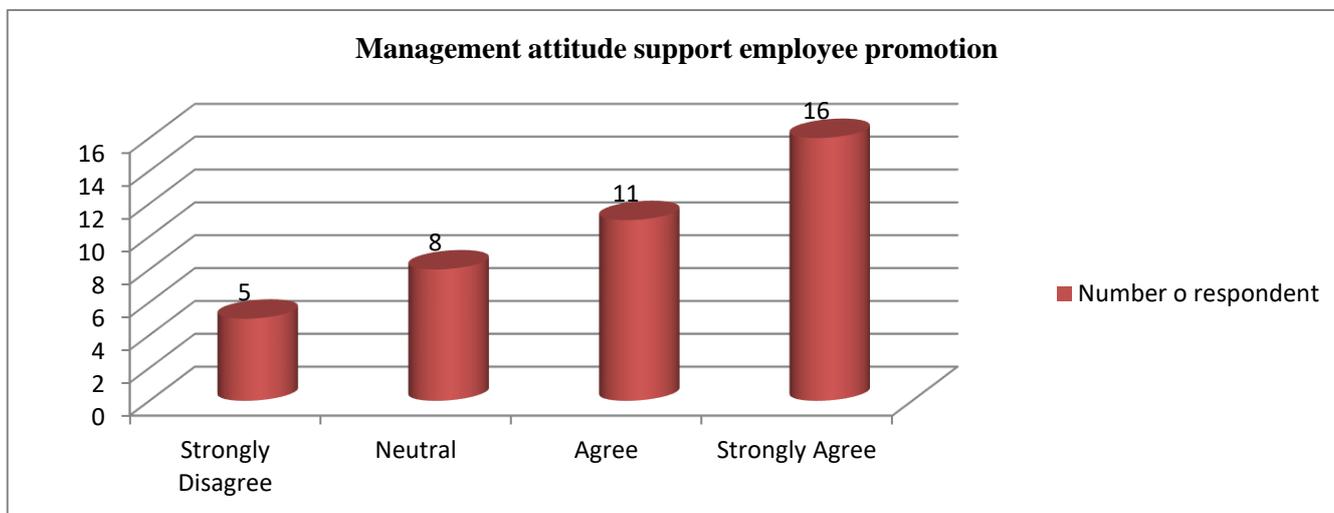


Fig. 3. Management attitude support employee promotion

Figure 4 shows that out of 40 respondents 20 (50%) said they have faith to their Management attitudes in promoting employees (agreed) that helps in promoting employees' performance while 1 (2.5%) said that did not agree with it. This implies that, majority of the employees were faith to management attitude to promote the employees'.

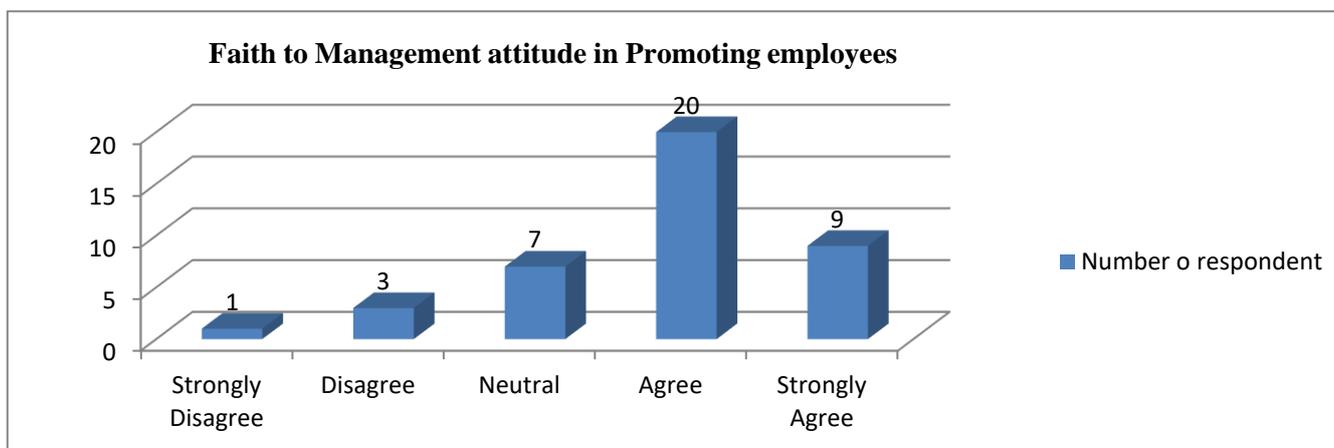


Fig. 4. Faith to management attitude in promoting employees

3.1 PROMOTIONAL PROCEDURE IMPROVE THE EMPLOYEES' PERFORMANCE

Figure 5 shows that, out of 40 respondents 14 (35%), 14 (35%) said the Promotional Procedure Improve the employees' performance (agree) and Neutral respectively while 5 (12.5%) said that did not agree (strongly disagreed) with it. This implies that, majority of the employees agreed with promotional procedure improves employees' performance.

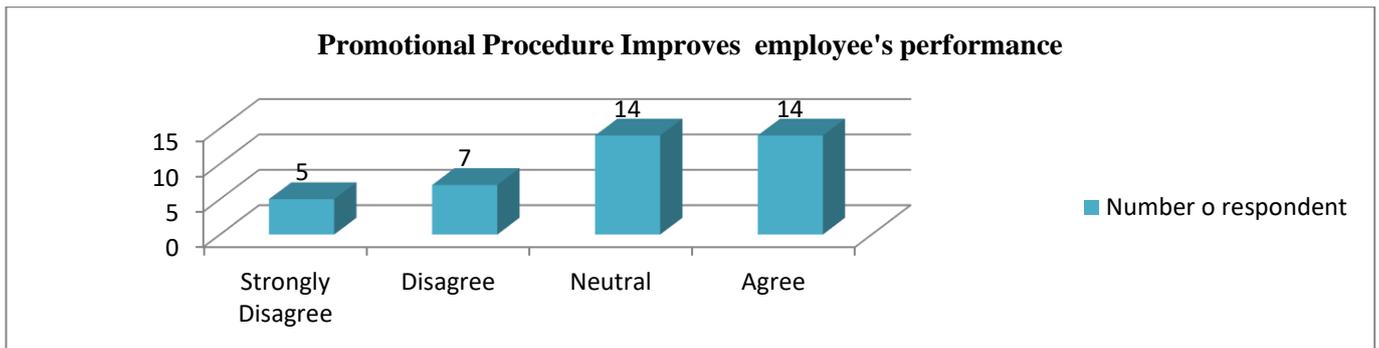


Fig. 5. Promotional Procedure Improves Employees' Performance

3.2 PROMOTIONAL PROCEDURE PROMOTE EMPLOYEES' PERFORMANCE

Figure 6 shows that, out of 40 respondents 12 (30%) said the Promotional procedure that promote employees performance (agree) while 6 (15%) said that, did not agree (strongly disagreed) with it. This implies that, majority of the employees agreed with promotional procedure.

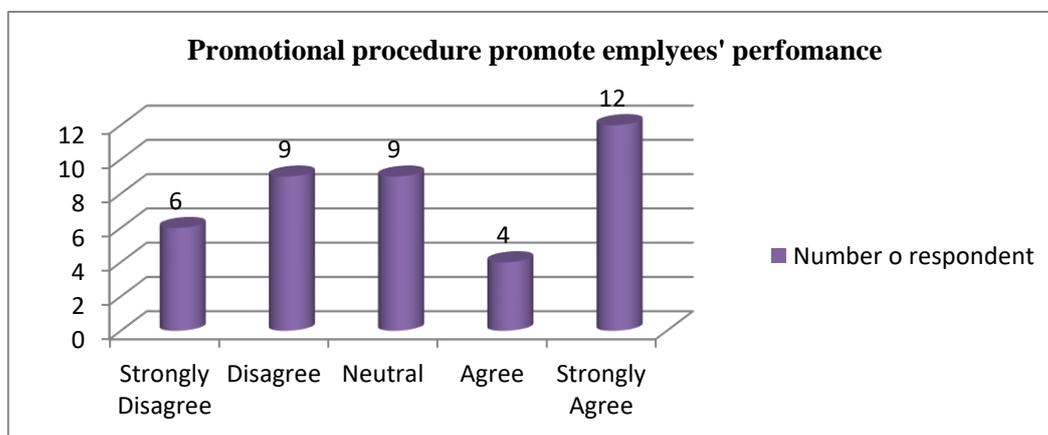


Fig. 6. Promotional Procedure Promote Employees' Performance

Most of respondent show that there is positive impact of promotion on employees' performance in public sector, they agreed that management attitude, promotion policy and promotion procedure contribute in high percentage on employees' performance.

The existing correlation between Promotion and Performance has been measured in terms of management attitude, promotional policy and promotional attitude, Efficiency and effectiveness.

The correlation of 0.5 or higher indicates very strong relationship but the correlation of less than 0.5 indicates weak relationship. As a result of this test, the variable management attitude on promotion and performance on capacity, positive impact and faith to management indicates strong positive relationship. Promotional policy and performance on built workplace culture on employees performance and facilitate employees to attain goal indicates that there are weak relationship but positively and strong relationship respectively.

Promotional procedure and performance on managing employees' performance, increasing employees' performance and commitment and Improve employees performance indicates that there are weak relationship but positively and strong relationship respectively. Tables 4.10, 4.11 and 4.12 show the correlations, Promotional (management attitude, promotional policy and promotional attitude) and Performance.

Table 2. Table of Correlation

	Management attitude support employee promotion	Faith to management attitude in promoting employee	Maintenance of employee working capacity	Positive impact on employees' performance
Management attitude support employee promotion	1	.523	.526	.515
Pearson Correlation		.001	.000	.001
Sig (2-tailed)	40	40	40	40
N				

*Correlation is significant at the 0.05 level (2-tailed)

Table 3. Table of Correlation

	Promotional policy which has positively motivates employees'	Turn effect of employees' performance	Built a positive workplace culture enhanced employees performance	Facilitate employees' to attain goals
Promotional policy which has positively motivates employees'	1	.472	.567	.425
Pearson Correlation		.002	.000	.005
Sig (2-tailed)	40	40	40	40
N				

*Correlation is significant at the 0.05 level (2-tailed)

Table 4. Table of Correlation

	Promotional procedure promote employees' performance	Managing employees performance	Increase employees performance and commitment	Improve the employees performance
Promotional procedure promote employees' performance	1	.464	.546	.456
Pearson Correlation		.001	.000	.003
Sig (2-tailed)	40	40	40	40
N				

*Correlation is significant at the 0.05 level (2-tailed)

4 DISCUSSION AND IMPLICATION

Regarding the management attitude, the 0.523 have faith to management attitude with correlation of 0.001 and the significant of 0.5. This implies that, there is a strong relationship promotion and employees' performance through performance information obtained from individual employees. In case of promotional policy, the 0.425 have facilitated employees to attain goals with correlation of 0.005 and the significant of 0.5 this implies that there is a strong relationship between promotion and employees' performance This mirrors that large number of personnel are offered promotion in the organization and that may results in employees' job dissatisfaction. In connection, with promotional procedure also revealed that, 0.546 have increase employees' performance and commitment with P=0.001 and the significant of 0.5. This implies that, there is a strong

relationship between promotion and employees' performance because good promotional procedure is the better chance for being promoted.

5 CONCLUSION

The findings settled with some theories explained by many scholars in the past as shown in the literature perspective. The public sector management attitude has shown positive results in the performance and consequently, when promotional policy increases employee performance also increases. If the employee performance increases they contribute more to the organization and thus higher performance as well as high motivation level. Promotion directly affects performance. Organizations evaluate the employees through workplace, that its properly focused how these practices are linked and how these linking practices produce more accurate results like other variables as well not only focused on promotion. There are other factors needed to improve performance in the organization. At the end there are some findings that indicated promotion increase the performance levels and progressively maintain the standard to increase it. Lack of transparency and poor participation in developing promotional policy are the prominent factors contributing to the limitation. Therefore public institutions should be constitutionally involving subordinates in industrial issues to facilitate implementable promotional policy for the effective employee promotion.

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