



The Impact of the Promotion on the Employee's Productivity

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Abstract

Promotion is one of the important factors that greatly affect employee productivity and organizational performance. Promotion contributes to motivating employees by appreciating their efforts and enhancing their sense of job satisfaction and belonging, which leads to improved efficiency in performing tasks and increased levels of creativity and productivity. Promotion also plays a major role in enhancing workforce stability by reducing employee turnover rates and increasing job loyalty, which supports the achievement of the organization's long-term goals.

However, the promotion process is not without challenges. Some employees' feeling of unfairness in promotions may lead to low morale and the emergence of frustration and conflicts within the work environment. In addition, the mismatch between new roles and employee skills, or the interference of organizational and political factors, may limit the effectiveness of promotion and negatively affect productivity.

To maximize the impact of promotion on productivity, organizations must adopt transparent and fair promotion systems based on merit and efficiency. These practices enhance employee satisfaction and create a positive work environment based on trust and motivation, which contributes to achieving sustainable growth in productivity and institutional development.

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Introduction

- **Background of the study:** Promotions play a crucial role in influencing employee productivity within an organization. A well-timed and deserved promotion can significantly boost morale, leading to enhanced motivation, engagement, and job satisfaction. Employees who feel recognized for their hard work and contributions are more likely to maintain high levels of performance and take on new responsibilities with enthusiasm. This positive reinforcement fosters a culture of growth and achievement, driving increased productivity across teams. Conversely, lack of promotions or unfair promotion practices can lead to frustration, disengagement, and a decline in productivity. When employees feel that their efforts are not acknowledged or that promotions are distributed unfairly, it can result in lower morale, reduced commitment, and even turnover. Therefore, the impact of promotion on employee productivity is deeply tied to how promotions are managed, the transparency of the process, and the alignment of rewards with performance.
 - **Need of the study:** The purpose of studying the impact of promotion on employee productivity is of great importance to organizations that seek to enhance employee engagement, improve performance, manage talent, encourage professional development, and create a healthy work environment. As a result, promoting a competitive culture at work encourages employees to excel over employees who do not get promoted, which is reflected positively in the workplace. This study contributes to providing knowledge in solving problems and recommendations for organizations that wish to benefit from the study, and this research helps in identifying challenges.
 - **Problem Statement:** The problem of the study centers on unfair promotion processes, which may lead to dissatisfaction and reduced employee's productivity to explore both the positive and negative effects.
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Research Questions

1. What is the positive and negative effects of promotion?
2. What is the level of impact of promotion on employee's productivity?
3. What are the factors that affect the promotion?

Objectives

1. To explore both the positive and negative effects of promotion.
2. Determine the level of impact of promotion on employee's productivity
3. To know the factors, affect the promotion.

Scope of the study

Studying how different elements of motivation—such as incentives, recognition, work environment, opportunities for personal growth, and job satisfaction—affect employee performance levels is part of the research area of the relationship between motivation and employee productivity. By examining whether and how motivated employees contribute more successfully to overall organizational goals, this study aims to investigate the relationship between motivation and productivity.

In order to determine which motivational techniques work best in various work environments, it also entails evaluating various theories of motivation, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Self-Determination Theory. Additionally, the study will measure changes in productivity depending on the application of motivational methods, taking into account variables like general efficiency, absenteeism, employee engagement, and retention rates. This study intends to offer practical insights that can help managers and organizations create motivational methods that improve worker performance and propel organizational success by examining these factors.

Literature Review

Introduction

The impact of promotion on increasing employee productivity is an important research topic that studies how employee promotion affects their performance and productivity in the workplace. Research in this area can shed light on the factors that influence employee motivation after promotion, as well as how to improve the work environment to increase productivity. Research can include previous studies and analyze them to understand the relationship between promotion and productivity. The topic is also interesting and can contribute to improving promotion policies within organizations to enhance employee performance and productivity.

What is employee promotion?

The advancement of an employee to a higher position is known as employee promotion. It entails a rise in pay, status, duties, benefits, and position. Employees are most motivated by this part of their jobs, which is the ultimate reward for their commitment to and loyalty to a company. Theoretically, getting promoted at work means putting in more effort. These judgments about promotions are made based on a variety of factors, including organizational policies. These could include performance, seniority, experience, and duration of service.

Types of Employee Promotion

1. **Horizontal Promotion:** An employee who receives this type of promotion receives a pay increase with little or no change in duties. It is also considered an advancement for the employee. Moving from a professor to a senior lecturer is an example of this in the educational field.
2. **Vertical Promotion:** This promotion describes the rise of an employee when his or her experience and skill set changes. This results in changes in benefits, status, pay, and responsibilities, among others. A marketing supervisor may be promoted to a marketing manager in the marketing sector. Due to its nature, it can also change the nature of the work. Since CEO and functional head are two completely different positions, this can be a change.
3. **Dry Promotion:** A promotion that does not suit the employees. Without the perks, this promotion involves an increase in status and responsibility. This means that there will be no increase in salary or other financial gains.
4. **Open and Closed Promotion:** An open promotion is a promotion where all employees of the company are eligible for the role. When only specific team members are eligible for the promotion, it is known as a closed promotion.

Benefits of Employee Promotion

1. **Are a powerful tool for career growth Expectations:** One of the primary goals of hardworking employees is to get promoted. As a result, their expectations become. Employers lose employees due to their failure to meet these standards. According to a study, 40% of millennials expect to get a promotion within the next year or two. Additionally, they claim that they will leave the company for other possibilities if they are not given one.
2. **Low Attrition Rate:** Salary increases are often included in employee promotions, which acts as a strong incentive. Thus, the attrition rate is further reduced. According to a recent survey, 35% of workers quit their jobs after not receiving a pay raise in a year.
3. **Productivity and Motivation:** Promotions and employee retention, as we mentioned earlier. This is because workers remain loyal to a company when they are given opportunities for advancement. Higher productivity is ultimately linked to this motivation.
4. **Economical:** Promoting existing employees is less expensive than hiring new ones. The Wall Street Journal published a study that illustrates this reality. It showed that companies spend 20% more on accommodating new employees than on internal promotions. This undermines the company's intended cost-cutting initiatives.
5. **Career Development:** Employee advancement supports a person's vital career path and personal development. According to a 2017 report, one of the leading causes of attrition is lack of career growth. There is no doubt that employee promotion is one of the top concerns for workers, even in this day and age.
6. **Control:** New tasks that come with employee promotions can enhance the sense of management. Because it promotes growth, this perception of management contributes significantly to employee satisfaction. According to a comprehensive study, 45% of millennials are interested in managing other people.

- Incentives and Recognition:** Employee promotion is one of the most important components of any organization's incentive and recognition program. This is because, according to a survey, more than 25% of workers leave their jobs because they don't feel their contributions are appreciated.

Within a company, there are pros and cons to employee promotion. Here's a summary

Advantages of Employee Promotion

- Boosts Morale and Retention:** Promotions honor hard work, which repeatedly boosts morale and motivation. When workers feel appreciated, retention rates may increase.
- Promotes Skill Development:** When workers see growth potential, they are more likely to take on new challenges or upgrade their skills.
- Promotes Company Loyalty:** Workers who are promoted may feel more dedicated and loyal to the organization.
- Reduces recruitment costs:** Because fewer external hires are needed, internal promotions result in lower recruitment costs.
- Faster integration:** Internal applicants are more familiar with the organization's processes and culture, which speeds up transition and reduces training time.
- Encourages a fun workplace culture:** Opportunities for advancement demonstrate that the organization prioritizes development net, which fosters a pleasant atmosphere.

Disadvantages of Employee Promotion

- Favoritism Risk:** Employee stress or resentment may arise from promotions that give rise to impressions of partiality.
- Potential Skill Gaps:** To be completely effective, promoted staff members may need extra training or mentoring since they lack the abilities necessary for their new position.
- Restricts New Views:** Internal promotion restricts the range of opinions and novel concepts that outside applicants may provide.
- More Stress and Pressure on the Promoted Employee:** The promoted employee may experience more stress and pressure, particularly if they are overseeing former colleagues.
- Possible Drop in Team Morale:** Poorly handled promotions have the potential to demotivate people who are passed over, which could result in discontent or a drop in morale.
- Training Expenses:** Promoted staff members might need more time-consuming and expensive training and development.

Factors Affecting Promotion

Key Factors

Based on these findings it can be concluded that promotions within Omani organizations are composed of three different yet equally impacts technical, organizational and personal influences towards the success of an employee's promotion. In essence, arguing that it is important to analyze the elements so as to determine the effect they have on productivity and motivation.

Two technical and organizational factors

- Performance Metrics:** Promotion is a critical determinant because it takes into consideration the extent of performance, which is indicative of promotions in 40% of organizations. One must be able to track productivity, targets and the extent to which individuals or groups within the organization are or are not performing according to set program or goals. Such structures adopted by PDO and Oman air entail merit-based systems. For example, it is claimed that PDO's decision-making approach resulted in 22% increase of team performance that suggests the Promotions.
- Seniority:** Promotion power has been equally determined based on seniority which constitutes 30% power. In many organizations, there are places for long-term employees who gained a lot of important experience while occupying their positions. However, seniority on one hand drives motivation and organizational stability but it can clash with a meritocracy framework appropriately managed.
- Skills and Competencies:** ICT skill and porosity to organizational objectives are crucial important. Leader's wise employees usually are best placed for leadership tasks and hence will not spend so much time with a learning curve whenever they are promoted.
- Diversity Policies:** The equality policies confirm fair promotion processes, in relation to Oman Vision 2040, to 20% of impact. These policies lessen gender bias, national bias as well as other bias that may hinder creativity in delivering solutions that are integrated and inclusive.
- Bias and Favoritism:** Nonetheless, due to ingrained personal bias, it secretly has an influence on 10% of promotions decisions even in structured systems. The self-generated questionnaire distributed at Oman Air show 35% gives promotion signals as inappropriate to competencies and thus is a dismissal factor. This has the effect of underlining the importance of open and honest reporting and assessment processes so as to sustain people's confidence and interest.

Employee Productivity

What Is It? The ability of an employee to receive information (such as instructions, directives, requirements, etc.) and convert it into output is sometimes referred to as employee productivity. In essence, it's a gauge of how quickly workers generate input and convert it into output. **Why Is Worker Productivity Vital?** It goes without saying that staff productivity is important. Higher employee productivity will result in improved corporate performance if the indicator captures how well workers perform and how much output they produce in relation to the resources they use. To keep workers productive, management and leadership play a crucial role. After all, if your staff are unclear about the company's objectives or fixated on unimportant things, it makes no difference how skilled or productive they are. Think about this. According to Lucid chart, 44% of project delays or failures are caused by a lack of communication in the workplace. Thus, it is crucial for leaders to communicate well in order to boost worker productivity.

What is meant by employee productivity?

The measurable indicator of an employee's output or efficiency in finishing their designated activities or

obligations within a given time frame is known as workforce productivity or employee productivity. This might be quantified in terms of the amount, caliber, or timeliness of the work.

Reasons for prioritizing employee productivity

1. Enhances a business's bottom line, resulting in increased sales and profits.
2. It raises employee retention rates and improves motivation, work satisfaction, and employee engagement.
3. Helps companies achieve their goals and stay ahead of the competition.
4. It guarantees corporate continuity and resilience, especially in times of crisis or upheaval.
5. Long-term development and success are achieved by helping businesses innovate and adjust to shifting market conditions.

Low production has a significant impact

Missed deadlines, poorer work, and lost income can result from a lack of productivity. Employee discontent and fatigue brought on by low productivity can also be detrimental to the company. Because of the evolving nature of work, it is becoming more and more crucial to measure and enhance employee productivity. Making sure that workers remain productive no matter where they are being crucial as remote work and hybrid work arrangements become increasingly prevalent. To stay competitive, it is becoming more and more crucial to concentrate on increasing staff productivity as automation and artificial intelligence grow in popularity.

Benchmarking productivity

An essential component of assessing worker productivity is benchmarking. It entails contrasting the production levels of an organization with those of its rivals or with industry norms. The following are a few benchmarks that require analysis:

1. Employee productivity
2. Work quality versus
3. Client contentment
4. Rate of employee retention
5. Goals and deadlines
6. Contentment of employees

Factors Affecting Employee Productivity

1. **Workplace:** Employee productivity can be increased in a neat and orderly workspace. A comfortable and effective work environment is influenced by several factors, including temperature, lighting, noise levels, and WFH ergonomics.
2. **Company culture:** A company's beliefs, communication, and leadership style can all have a big influence on how productive its employees are. More than 86% of workers concur that increased productivity can result from a positive workplace culture that prioritizes employee appreciation and well-being.
3. **Employee motivation:** High levels of productivity depend on motivated employees. Job happiness, acknowledgment, chances for professional advancement, and equitable pay are some of the elements that can affect motivation.
4. **Technology and tools:** Having access to the appropriate tools and technology can make a big difference.

Employee morale and performance can be negatively impacted by outdated or ineffective hardware and software.

5. **Workload and time management:** To sustain high work levels, employees who are overworked or who struggle with time management may require assistance. Employers should make sure that workers' responsibilities are reasonable and offer them assistance and training to help them become better time managers.
6. **Health and wellness:** The well-being of employees may also be a factor. To promote employee well-being, employers can provide wellness initiatives and promote healthy lifestyle choices. Discover how to put in place a wellness program for employees.
7. **Communication:** It's critical for management and staff to communicate effectively. To make sure that workers are informed and involved, employers should encourage open and transparent lines of communication, such as internal communications and an intranet.
8. **Training and development:** Offering continuous training and development opportunities to staff members helps raise output levels. Employee motivation and performance can both be improved by investing in their skills and knowledge.

Tips for improving productivity

1. **Establish clear expectations:** Make sure staff members are aware of their responsibilities and establish specific goals and objectives. They can remain motivated and concentrated if they know what to do.
2. **Give workers enough training:** Workers need to be equipped with the abilities and know-how to do their jobs well. To assist them in staying current with the newest methods and industry best practices, provide frequent training and development opportunities.
3. **Encourage a favorable work atmosphere:** A welcoming workplace can inspire people to give their best efforts and raise morale.
4. **Promote cooperation:** Promote cooperation at work and the exchange of ideas and knowledge among staff members. A more unified and engaged team as well as higher productivity would result from collaboration.
5. **Give incentives and recognition:** Giving incentives for good work and acknowledging employees' accomplishments can raise morale and motivation, which in turn enhances productivity.
6. **Simplify procedures using technology:** Technology can help automate tedious jobs, lower errors, and boost productivity. Give staff members the equipment and software they need to do their jobs more effectively.
7. **Offer growth and advancement opportunities:** Giving employees the chance to grow and advance might inspire them to put in more effort and remain with the company longer. Offer chances for advancement, cross-training, and more responsibility.

Previous Studies related to the study

- "The Relationship between Promotion and Employee Performance" Evidence from the University of Abuja, Authors. (Innocent Uchechukwu Duru, Millicent Adanne Eze, Abubakar Yusuf, Danjuma Iyaji), (February 2023).

Description: This study looked at the connection between

employee performance and promotions. The study employed a descriptive research methodology, and the data was analyzed using multiple regression and descriptive statistics. 337 University of Abuja staff members completed structured surveys. The findings of the University of Abuja study on the connection between employee performance and promotions demonstrated the significance of the variables affecting this relationship. In fact, it was discovered that professional growth and the aspects of justice might be quite important in raising employee performance. For instance, offering university staff members chances for advancement and professional growth can boost their job happiness and improve their output.

- **“The Impact of Motivation on Employee Productivity in Nigerian Organizations” Dugguh, S.I., & Ayaga, D. (2014). *International Journal of Business and Management Studies*, 6(2), 205-215.**

With a focus on promotion as a primary motivator, this study examined the impact of motivation on productivity. To find out how promotions affect worker performance, the authors polled several Nigerian companies.

Results: The results showed that promotions greatly raised employee motivation, which in turn raised productivity since advancement prospects encouraged workers to perform at higher levels.

Suggestions: To encourage workers and increase productivity, organizations should set up transparent, merit-based promotion procedures. Establishing clear standards for promotions also teaches staff members how to progress.

- **“The Effect of Reward Systems on Employee Productivity: A Meta-Analysis” Gupta, N., & Shaw, J.D. (2014). *Human Resource Management Review*, 24(1), 1-14.**

Description: A meta-analysis of the effects of reward systems, such as promotions, on performance was conducted for this study. In industries with high and low rates of mobility, promotions were examined as performance incentives.

Findings: Gupta and Shaw discovered that performance-linked promotions increased productivity in both high and low mobility industries by inspiring workers to meet performance standards and goals.

Suggestions: To foster a culture of high productivity where workers comprehend the connection between performance and rewards, companies should implement clear, performance-linked promotion criteria.

- **“Tournament Theory and Employee Motivation: The Impact of Promotions on Productivity” Lazear, E.P. (2000). *American Economic Review*, 90(4), 1346-1361.**

Lazear's seminal productivity study examined the "tournament effect," in which workers vie for advancements. To determine how promotions affect productivity, information was collected from several sizable companies.

Findings: In competitive settings with merit-based promotions, employees were extremely driven to perform better, which resulted in noticeably increased production, according to the study.

Suggestions: Lazear advised companies to establish a fair and competitive promotion system where workers are aware that

their performance directly affects their prospects of advancement.

Research Methodology

- **Introduction:** Internal promotions are frequently seen as a key component of job satisfaction and employee motivation. This study investigates the relationship between employee productivity and promotion prospects. In order to determine if promotions serve as significant motivators that raise overall productivity, it looks at the relationship between promotion procedures and employee performance. Thus, in this phase, we concentrate on reviewing the literature and prior research, a process known as desk research technique, which is crucial to comprehending the problems associated with supplying sources for the effects of promotions on worker productivity. Desk research makes use of secondary sources, such as papers, scholarly publications, and online resources, to develop a more thorough grasp of the subject.
- **Research Design:** A mixed-methods strategy is used in this study, integrating qualitative and quantitative research techniques. The quantitative component is gathering information via questionnaires given to workers in a range of industries in order to evaluate their perceptions of productivity gains and promotions. Managers are interviewed as part of the qualitative component to learn more about how promotions are organized and viewed in businesses.
- **Data Collection:** The research relies on secondary data and not primary data. This means that we do not collect data through questionnaires or interviews, but rather rely on pre-existing sources such as books, scientific articles, reports, and publicly available statistics. Secondary data saves time and effort, and helps in accessing information that has been collected and analyzed by reliable sources, which contributes to supporting the analysis and enhancing the credibility of the results without the need to conduct new field studies
- **Secondary Data:** Secondary data is collected from a variety of sources such as databases, publications, and previous research investigations. Secondary data will be collected from existing literature on promotion practices and their effects on employee productivity. This may include academic journals, organizational behavior studies, and industry reports that provide insights into trends and outcomes associated with employee promotions. Relevant statistics from labor market reports can also be used to contextualize findings within broader economic trends. These sources provide accurate and reliable information to support the primary data collected for the study.

Data Analysis and Interpretation

Introduction: This chapter delves into the field of promotions and their effects on employee productivity. We explore the positive and negative effects of promotions, evaluate how promotions affect productivity levels, and examine the various factors that come into play when considering promotions in the workplace. We have included illustrations and some tables from a study in several Omani companies.

Data analysis

1) Positive and Negative Effects of Promotion

Rewards are critical components in organizational processes that affect employees' productivity levels and interoperations. Although they bring great opportunities, their application is also problematic when implemented.

Positive Effects

- Enhanced Productivity:** Promotions are one of the strongest motivators known, as they directly relate to increased morale and job satisfaction. Promoted employees in Omani organizations noted that they got 25% increase in completing their tasks, which was clear evidence of the relationship between recognition and performance (Tumati and Yousfi, 2023) ^[24].
- Talent Retention and Motivation:** Research confirms that 90% of workers retained through promotions do not leave their organizations and as such, organizational turnover and recruitment expenses are minimized (Jalagat *et al.*, 2017) ^[25]. They also encourage creativity since employees working towards promotions will have to come up with new products that will enable the firm to develop.
- Career Growth and Loyalty:** Promotions mean that you have the opportunities and higher salaries for better career, encouraging organizational commitment. Another advantage of competition is that it increases the performance of the workers; for instance, in Oman Air, worker who was promoted performance showed high level of commitment (Balushi *et al.*, 2022) ^[26].

Negative Effects

- Demotivation among Overlooked Employees:** The main consequence of perceived unfair promotion decisions is low morale, organizational unhappiness, and poor performance by subordinates who have not been promoted. Research carried out on Omani organizations show that 55% of workers in companies are dissatisfied with promotion activities as the processes being largely perceived as unfair leading to low organizational trust and coordinate workplace culture (Isa, Ugheoke and Noor, 2016) ^[27].
- Performance Pressure on Promoted Employees:** Promoted employees are usually new to their positions and may at sometimes perform poorly due to challenges in adjusting themselves in the new positions. Meeting these needs strong on boarding and role benchmarking to ensure that competencies are well aligned with responsibilities.
- Workplace Conflicts:** When organization employees experience dissatisfaction resulting from promotions issues, they are likely to develop unhealthy competition and conflicts among themselves. These issues converge to show the need for open processes especially in a bid to reduce conflict.

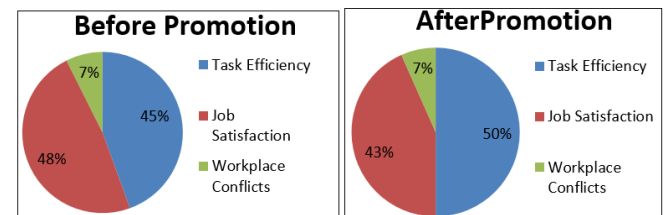
Case study of Oman Air

This paper disproves these assertions by outlining Oman Air, which exemplifies these dynamics. Evaluation data also show that the rate of task completion has increased by 25% among employees who were promoted thus pointing to functional effects of promotion (Balushi *et al.*, 2022) ^[26]. Nonetheless, 15% dissatisfaction was reported by non-promoted employees who complained of being neglected or

unappreciated, thereby pointing to demotivation (Jalagat *et al.*, 2017) ^[25]. These findings imply that promotions are useful for organizational advancement yet the directions to mitigate the perceived inequity and to manage change efficiently will be helpful to increase positive impacts and reduce negative outcomes.

Table 1: Employee Morale Before and After Promotion (Oman Air)

Metric	Before Promotion (%)	After Promotion (%)
Task Efficiency	60	75
Job Satisfaction	65	80
Workplace Conflicts	10	20



Graph 1: Employee Morale Post-Promotion

Thus, while promoting positive benefits to both the employee and the organization, negative effects can be minimized, the influence of promotions on the satisfaction and productivity of the workers is fully appreciated.

2. Level of Impact of Promotion on Employees' Productivity

Promotions play a pivotal role in enhancing employee productivity by fostering motivation, commitment, and alignment with organizational goals. Research shows that structured and merit-based promotion strategies lead to measurable improvements in employee performance and engagement (Setyawati, Pg and Rianto, 2022) ^[28].

Technical Insights into Promotion-Driven Productivity

- Fair and Structured Systems:** Merit-based promotion frameworks significantly boost productivity. For instance, Petroleum Development Oman (PDO) implemented a transparent system, resulting in a 22% productivity increase among promoted teams. Conversely, non-promoted groups showed only a 7% improvement, emphasizing the motivational power of fair practices.
- Alignment of Roles and Competencies:** Assigning employees to roles that align with their skills post-promotion is critical. Studies at Oman Air revealed a 30% higher engagement level among employees whose new roles matched their competencies (Harrasi *et al.*, 2024) ^[29]. Misaligned promotions, on the other hand, risk dissatisfaction and reduced productivity, highlighting the necessity for technical alignment in promotion decisions.
- Quantitative Impact of Promotions:** It also illustrated that structured criteria were effective in raising productivity by 15% within five Omani firms over two years. Daily information also shows increase in production with promotion monthly.
- Statistical Comparisons:** A cross-sectional survey in Oman's private sector revealed that the improved level

of productivity for promoted workers rose from 70% to 85% compared to the declined productivity rate by non-promoted employees, 65% to 60%. This paints a clear

picture as to how promotions do lead to improved performance.

Table 2: Impact of Promotions on Employee Productivity

Employee Group	Avg. Productivity Pre-Promotion	Avg. Productivity Post-Promotion
Promoted	70%	85%
Non-Promoted	65%	60%

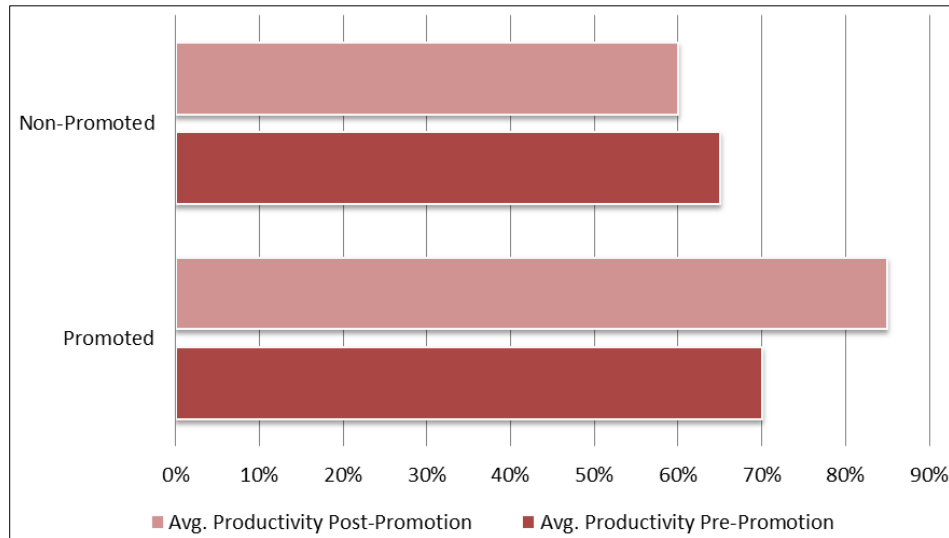


Chart 1: Productivity Impact

Statistical Representation

Table 3: Promotion Influencing Factors

Factor	Influence (%)	Positive Impact	Negative Impact
Performance	40%	High	Low
Seniority	30%	Moderate	Moderate
Diversity Policies	20%	High	Low
Personal Bias	10%	Low	High

Analysis of Oman Data

There is a merit promotion system that has been adopted by PDO and Oman Air through laying more emphasis on the promotion of outstanding performances in the organization so as to help boost its productivity and moral. However, there is a difficulty of counteracting perceived bias within these systems. According to Oman Air surveys 35% employees think that promotions not in a proper manner aligned with competency of the employees which resulted dissatisfaction and perceived injustice (Dalluay *et al.*, 2017) ^[22]

These comments support the need for consideration of merit alongside issues to do with communication so that employees have a feeling that they are being regarded fairly in terms of an evaluation. Through the PDO's structured promotion system increase the promotion of teams was evident through the results, for example, PDO had boosted their promoted teams' productivity by 22 %, however, addressing or preventing perceptions of bias continuing to be a concern for Omani organizations. A solution to this issue is fundamental to maintaining trust and engagement, fundamental to the success of any business.

Findings & Recommendations

Findings

• Positive Impact of Promotions

1. Enhance organizational performance, workplace

- environment, and employee retention
2. Vietnam's PDO systems increased employee productivity by 22%.
3. Oman Air saw a 25% improvement in task response among promoted employees.
4. Boost employee motivation, reduce turnover, and foster innovation.

• Challenges of Promotions

1. 55% of employee's report perceived unfair treatment when not promoted.
2. Issues like role inappropriateness and organizational conflict complicate the promotion process.

Recommendations

1. The decisions about promotions should be fair promotion policies and procedures and guarantee that nobody has any concealed information about the promotions.
2. Better skill utilization to increase output of employees and retain their commitment.
3. On boarding support entails provision of training and much support in other to enable the promoted employees cope up with the new challenges.
4. Develop promotion policies that should enhance diversities for equitable promotions.

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