



A COMPARATIVE ANALYSIS OF PROMOTION SYSTEMS AND THEIR EFFECTS ON EMPLOYEE MOTIVATION IN PUBLIC AND PRIVATE SECTORS IN OMAN

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Abstract: Employee motivation is a key element in organizational performance and workforce sustainability. In Oman, developing labour landscape, promotion systems are recognized as influential factor for enhancing motivation, commitment and retention. This research investigates how promotion systems in public and private sector organizations impact employee motivation and focusing on fairness, transparency and performance recognition. The public sector often follows performance based and seniority based models. On the other hand, private sector promotion tend to be performance and or merit based models. These differences can generate different motivational outcomes particularly in relation to employee perceptions of workplace justice and equity. The research adopts a mixed methods approaches combining qualitative surveys and qualitative interviews and has examined employees' views on the clarity, fairness and consistency of their organization promotion systems and how these perceptions influence their work attitude. A pilot test was conducted to validate the reliability of the survey instrument. The outcomes include a comparative analysis of both sectors' public and private promotion system and their associated policies and practices. The findings highlighted the relation between promotion systems and employee motivation. Additionally, it intends to aid HR professionals, policymakers and organisation leaders in developing more equitable and effective promotion frameworks. Finally, the research will contribute to the academic discourse on human resource development by offering a context specific evaluation of promotion systems and their impact on motivation in both sectors in Oman.

Keywords: Employee Motivation, Human Capital Development, HR Practices, Promotion System, Oman Vision 2040, Workplace Justice

I. INTRODUCTION

The marketplace in Oman shows duality in employment patterns between two sectors, private and public. Each sector has a different systemic management structure when it comes to human resources policies and practices. For example, the private sector is usually characterized by factors such as dynamism and innovation where workplaces often seem highly competitive whereas in the public sector, stability and routine are both observed as they dominate the work environment. Coming to the essence of the topic, promotion systems is one of the most vital aspects in this comparison as it is among the most important tools in human resources management. This is because it has a direct impact on the employees' satisfaction, quality of work, productivity level, motivation and mental health that is directly linked with job loyalty.

Public sector companies offer promotions based on factors that are quite different than those of private sectors. In public sectors, promotions are granted based on seniority, performance based and job structure. Moreover, some employees are left with long periods of delays awaiting promotions. Thus, it seems quite unfair. Whereas in private sectors, the promotion depends on factors such as performance and competence. However, this method is not ideal as well as some employees complain about bias and or lack of transparency in evaluations. As a result, fundamental questions are raised in regards of the effectiveness of the methods mentioned and their linkage to employees' satisfaction, motivation, productivity and mental health.

This study aims to analyze the relationship between promotion systems and employees' motivation in both public and private sectors. In addition to providing practical proposals aligning with Oman's Vision 2040, as the vision focuses on increasing efficiency in the labor market as well as developing human capital.

Aim and Objectives of the Study

This study will evaluate the system promotions in both public and private sectors in Oman with deep comparison mainly highlighting structure, fairness, effectiveness while linking them to the employee's motivation and satisfaction in the workplace. Recommendations will be provided in support of the policy of development and improvement of performance in line with Oman Vision 2040.

Objectives of the Study

1. Understand and evaluate the current promotion system used in public and private sector organizations in Oman.
2. Identify and evaluate promotion systems that would enhance employee's motivation.
3. Identify and evaluate the key factors that make promotion system fair and transparent.
4. Provide recommendations for improving promotion systems in Omani organisations.

II. LITERATURE REVIEW

Employee motivation and satisfaction in organizations is greatly determined by the approach used to provide promotion. In case employees think that there are clear chances of promotion that are well outlined and passed on the basis of payoffs, the employees tend to be motivated and interested in practicing their job. The confusion or bias in the promotion system, however, might cause frustration, low morale and even high turnover of employees. Over the past few years, numerous studies have revealed that each promotion practice may have an impact on the workers based on sector, culture, and the structure of organizations.

Some differences between the promotion practices in the public and the private sectors are taking place in the state of Oman. Public sectors tend to use seniority-based systems, whereby time spent is a major determinant of career progression. Conversely, performance-based systems are more likely to be used in the private sector and promotions are based on skills, output and achievements. This difference has created varying outcomes in terms of employee motivation, job satisfaction, and retention across both sectors (Gastearna et al., 2024).

Studies indicate that there has been increasing interest in the idea of fair, transparent and performance-based systems of promotion across the world. For example, Batse & Akorfa, (2025) found that when employees clearly understand promotion criteria and see them applied fairly, their job performance tends to improve. Similarly, Rubel & Kee, (2022) highlighted that a transparent and fair appraisal and promotion system significantly reduces employees' intention to leave the organization. Nevertheless, other researchers have voiced concerns that as much as performance-based systems are construed as imperfect systems, they do hold their share of setbacks when not done with diligence. For instance, Zhu & Du, (2024) discussed how performance reviews driven by technology or biased managers can create new types of inequality and mistrust among employees.

The literature presents a definite gap regarding the comparison of the promotion systems especially in the Omani setup through a combination of the data of the public sector and the data of the private sector. In the majority of the studies, there is one sector which is sought or upon which the research is carried out overseas. This is expected to offer more comprehensive information and practical recommendations by comparing sectors of both countries and comparing local and international practices, which would fit the national visions, including Oman Vision 2040.

Theoretical Framework

In order to see why promotion systems affect the motivation of employees, some fundamental theories in organizational behavior have to be analyzed. The theories aid the understanding of why some promotion strategies perform better in some contexts than in others. This paper applied three theories that are used to support the paper, namely the Hierarchy of Needs proposed by Maslow, the Two-Factor Theory proposed by Herzberg and the Equity Theory.

First, the hierarchy of needs proposed by Maslow dictates that human beings are driven by a set of needs, the lower node of which is physical needs such as food, safety and the higher ones are psychological such as belonging, self-esteem and self-fulfillment. Promotion is usually regarded as a component of the level of self-esteem or self-actualization. Promotion plants a positive feeling in an employee because the employee feels appreciated, appreciated, and more assertive in his/her job. This makes them have a greater attachment to their work. If promotions are delayed or not fairly offered, employees may feel stuck, which can affect their motivation negatively (Elbeheri et al., 2021).

Second, the Two-Factor Theory by Herzberg divides all job-related factors into two categories: motivators and hygiene factors. The factors of hygiene are salaries, the working conditions, and company policies. The lack of these makes the workers unhappy. However, it is not the thing that makes people motivated. Conversely, it is the motivators such as achievement, recognition and advancement which actually improve motivation. The promotion is obviously within the boundaries of the motivator. Job satisfaction and commitment are raised since employees are promoted because of their strivings. Herzberg's model supports the idea that a well-structured promotion system can be a powerful tool to inspire better performance (Elbeheri et al., 2021).

Finally, Equity Theory treats equity. It says that employees compare what they give to the organization (like effort and skills) with what they get in return (like pay and promotions). They even draw comparison with co-workers. When they believe that unfair promotions are given to anyone but them, it leads to tensions and low motivation. Conversely, in the event that promotions are grounded upon certain legitimate, fair standards, employees would tend to remain inspired and prolific. Karnia, (2024) found that when employees view the promotion system as fair, they show higher job satisfaction and organizational commitment.

The theories assist in directing the revision of promotional systems in the public and the private sectors. Maslow explains the reasons as to why promotion is important to the individual. Herzberg demonstrates on how promotion can be a motivation; and Equity Theory does not forget to warn us that we need to be fair. Combined, they constitute a powerful basis of studying promotion system effects of either contributing or damaging employee motivation.

Promotion Systems in Public and Private Sector Organizations: Local and Global Perspectives

The promotional systems are very diverse and dependent on the nature of the organization and the environment where it is being run. In this segment we will discuss the nature of these systems as organized in the public and the private sectors with a particular reference to Oman and a global one. This section also does comparison with findings of other sources to be familiar with different opinions and best practice.

Promotions Systems Overview

The promotion systems are systems that organizations employ in order to provide rewards based on the performance of the employees and enable advancement in their career. The most widespread ones are:

- Seniority promotions: as a reward of years spent working there.
- Merit promotion: promotion has to do with qualifications, skills and contributions.
- Performance-based promotion: this is promotion that is based on performance and results which are usually pegged on certain targets.

In public organizations, seniority systems are more common, while private companies tend to adopt performance or merit-based models (Agrawal et al., 2024). Otherwise, both the models have their advantages and disadvantages based on their implementation.

Oman Public Sector Promotion

Seniority and efficiency have proved to be major indicators of promotion in Oman and are commonly used in the government agencies and ministries. According to (Sanget, (2023) this system can ensure job stability and reward long-term service. Nonetheless, most younger employees are demoralized when unappreciated in terms of performance thus lowering the motivation levels that creates unmet expectations of

rewards. Similarly, (Gastearena et al., 2024) observed that Omani public employees often experience delays in promotion, and the lack of Clear performance-linked paths limits engagement. Many companies accept stability but at times it robs them of innovations and employee enthusiasm.

Promotion in Oman Private Sector

The Omani performance and merit-based system in general are more relies upon in the private sector namely: the banking sector, oil and gas sector, telecom sector, and the aviation industry. The promotion are attached to personal KPI, performance appraisals, and manager assessment. Nevertheless, certain workers state that they are not consistent of biased during such evaluations.

Zhu & Du, (2024) found that even in private organizations, subjective decisions-making or lack of transparency can reduce trust in the system. Workers have to feel that their hard work will result in equitable pay. This highlights that simply being in the private sector doesn't guarantee a better system, it is how fairly and clearly the system is applied that matters.

Promotion from Private and Public Sectors - Worldwide Viewpoint

The mass promotions on the basis of performance in the private sector are far ahead of the promotions in the global public sector. For example, in many Western countries, public institutions still rely heavily on tenure-based promotions (Sanget, 2023). Meanwhile, private companies use structured appraisal system and even AI tools to ensure objectivity in evaluating employees Batse & Akorfa, (2025); Zhu & Du, (2024) emphasized that performance-based systems are more likely to improve productivity, but only if employee trust the process. On the other hand, Rubel & Kee, (2022) showed that lack of fairness in any system-whether public or private, harm employee commitment and lead to higher turnover.

Many studies confirms that performance and merit based systems are more effective and motivating mostly enter-mid level employees or more ambitious employees (Luzon, 2022). This system helps employees feel like they are in control of their career. On the contrary, others argue that collectivist culture and societies settings as well as seniority based system make things more predictable and reduce workplace conflict (Triguero-Sánchez et al., 2022). However, when they are not tampered with merit they may lead to complacency and poor performance.

In Oman, the real challenge is not just choosing the right model, but making sure it is transparent, consistent, and well-communicated in both sectors. It would be better to have a hybrid the form of seniority systems is used but applies flexibly with performance-based methods.

In conclusion, organisation must design promotion system that are equitable, transparent and customised to the local culture and operation context. A rigid adherence to their seniority or performance as a sole criterion is insufficient. Alternatively, a hybrid models that combine tenure, performance, competencies and leadership potential with effective communication and accountability will ensure and align organisational goals with employee aspiration in both sectors.

Promotion System that Enhance Motivation

Promotions is closely connected to motivation of employees. This kind of practice increase the chances that employees will remain motivated because they always will get an incentive that will come in the form of promotion that they have earned due to their hard work, skills and dedication that they have put in working. This section examines some of promotions system which have been found the enhance motivation both locally and abroad.

The Motivation that Promotion Prompts

Motivation can be intrinsic driven by inner satisfaction or extrinsic driven by rewards . Promotion is defines as a powerful extrinsic motivator as it usually comes with higher salary, status and even more duties. However, it also support intrinsic motivation by making employees feel recognized and values (Morris et al., 2022).

(Celestin, 2024) found that organizations with structured, well-communicated promotions policies tend to have more engaged and productive employees. They will know that the organization renders promotions whenever there is good performance which giver morale to others and they would work in the same manner.

Omani Context Evidence

The report of both the employees in the public and private sectors in Oman cites that promotion play a critical role in the motivation aspect but differently. Demotivation is led by the delayed or unclear promotion

process in the public sector, especially among young employees who value career path and progression (Gastearna et al., 2024). Employees feel suppressed and their morale and productivity reduce.

Although, in the private sector, more frequent is the performance-based promotions, there is also a group of employees who believe that favouritism or obscure standards undermine credibility of the system. When managers reward only a small group or fail to provide clear feedback, trust in the system drops, and motivation suffers (Erude et al., 2023)

Worldwide Best Practices That Succeed

The outcomes are reported to be better in organizations which are fair, transparent and clear in their promotion systems, world over. (Rubel & Kee, 2022) showed a study in Malaysia that nurses are much unlikely to quit their jobs when they thought their promotion were based on merit and clear. Employee loyalty was directly linked to how fair people thought raise were. (Batse & Akorfa, 2025) also stated that, promotion systems must be aligned with how well employees function in their jobs and their goals. They found that organizations with a clear and well established approaches and methods for feedback, promotion and frequent evaluation had more motivators and productivity.

In the academic and medical fields in United States of America, Burk et al., (2021) observed that competency-based promotion systems are more effective in recognizing real performance rather than relying on tenure. Those employees who noticed that their skills were finally recognized felt more motivated and dedicated to their job. Most researchers believe that most promotion systems that are clear and performance based have great potential in motivating individuals. They reduce confusion, limit bias, and allow employees to see a clear path forward (Batse & Akorfa, 2025; Chien et al., 2020). On the contrary, other researches believes that even a performance-based system can cause emergence of other issues when used unwisely. If promotion is tied too strictly to numerical metrics or controlled by biased supervisors, it can damage morale instead of improving it (Zhu & Du, 2024). Also, Morris et al., (2022) cautioned that focusing only on external rewards like promotion can sometimes weaken intrinsic motivation over time. This is an indication of the fact that though promotion is key in motivation, it is the manner in which the system is administered, conveyed and applied that matters. The issue that should guarantee the positive outcomes is a fair and balanced approach.

Conceptual Framework

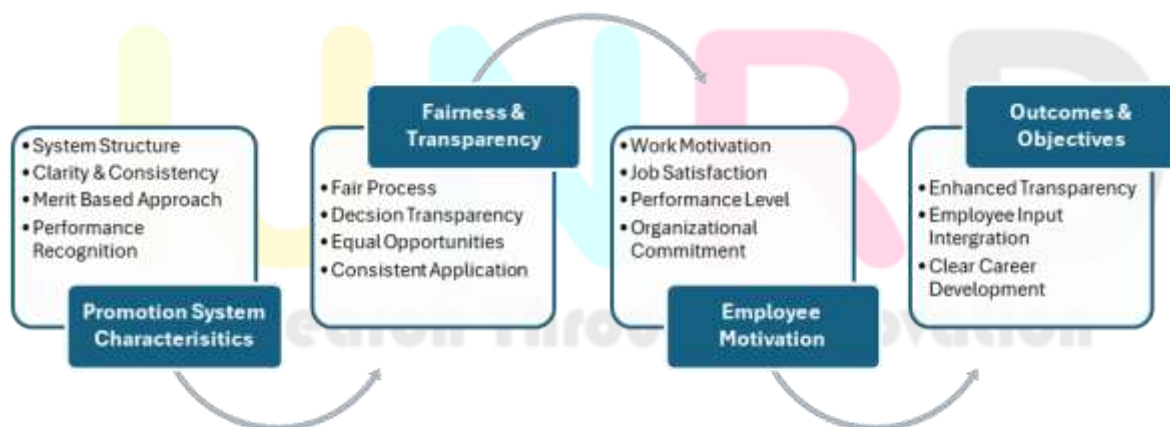


Figure 1.0 Conceptual Framework of Promotion System and Their Effects to Employee Motivation

It is a conceptual framework that explains the connection between the two, employee motivation, and the promotion systems at both the public and the private sectors in Oman. Dependent variables (employee motivational, job satisfaction, performance, and commitment to the organization) would impact through the perception of fairness and transparency as the mediated result of independent variables (characteristics of the system of promotion found in the form of structure, clarity, based on merit, and performance recognition). These relationships are moderated by control variables (demographic factors that include department, position level, experience, age, gender and education). The framework culminates in the final results involving: recommendations to improve systems in terms of increased transparency of the system, competency-based systems, integration of employee input, and well-defined career development, which contribute towards effectiveness in the organizations and satisfaction of the employees.

In conclusion, promotion remains a powerful motivator but only when it is strategically designed, clearly communicated and ethically applied. Organizations that fail to uphold fairness and transparency in promotion process risk a demotivating their workforce and reducing trust regardless how profitable reward may be. For promotion to be true catalyst for motivation. It must reflect a shared understanding of merit, opportunity and growth.

III. METHODOLOGY

The study has utilized mixed methods approaches, descriptive and exploratory research techniques to assure an accurate and clear understanding of the research problem.

Descriptive design provides an accurate and methodical description of a phenomena, situation or group (Sirisilla, 2023). It allows the researcher to collect quantitative data and statistically indicate trends and patterns in how promotion regulation and system are applied and impact employee motivation. It is appropriate for comparing the public and private sectors and offering an overview of current HR practices.

With exploratory approach, the study used the qualitative methodologies to identify patterns, concepts or correlations (Olawale et al., 2023) combined to provide detailed qualitative insights into employee perspectives, challenges and emotional reactions to promotion system. This design is particularly useful for researching underexplored topics like the impact of the Ejada system and informal promotion systems in the Omani environment.

The research employed both quantitative and qualitative analysis. This was selected to provide a clear picture and understanding of the topic, since it lets to measures things statistically. Moreover, it gets a better understanding of how employees feel and what they think. The quantitative component involved the use of a structured questionnaire to collect numerical data of employees in both the public and the private organizations in Oman. This aided to determine patterns, correlations, and statistical significance in the relationship that existed between the promotion systems and motivation. Conversely, the qualitative specification comprised semi-structured interviews of the HR and the chosen employees. This provided greater depth to the results so that more informed feedback could be provided by the participants as to the ways in which they understand the system and fairness of promotion and their motivation. This design was chosen due to the fact the promotion systems are multifactorial and predetermined by the contextual factors like organizational culture, sectorial features, and expectations on a personal level. Therefore, combining both methods was necessary to draw meaningful conclusions (Memon et al., 2025).

The structured questionnaire and semi-structured interviews where questionnaire (composed of a 5-point Likert scale and some open items) was distributed electronically to the employees in both sectors, which gives it the advantage of reach and convenience. Data explanation and clarification of measures was completed through secondary data peer-reviewed papers, policy plans and industry reports. Semi-structured interviews was performed with 5 participants including HR managers, supervisors and experienced employees.

Research Population Sample, Sampling Size and Sampling Technique

The research population of interest in this study focuses on those employees and HR practitioners who are employed to work in not only both sectors in the Sultanate of Oman. Fifty nine (59) organizations in public sector (Gov.om, 2025) and 724 in private sector (Oman Observer, 2025). This group was chosen because of

their direct experiences and involvement in promotion systems and organizational motivation practices and their opinions are mandatory when it comes to dealing with the study target areas. Both sectors inclusion will facilitate a richer comparative analysis, which will consider the differences in the structure of these sectors, a difference in policy, and a difference in style of management. The research is narrowed down to the study of such organizations that have the promotion policies formalized along with regular performance evaluation. These criteria are used to make sure that the participants are quite well-versed with the promotion systems and they can give better answers. The sample in the public sector will comprise of individuals in ministries and other government related properties, whereas individuals within the banking sector, telecoms, oil and gas, and the aviation sector will be used as sample in the private sector since these are organized sectors dealing with HR practices in Oman. The study uses non-probability purposive sampling method to select the right study participants. This method enables the researcher to make a deliberate choice of participants who are bound to give worthwhile information that is relevant to research questions especially those who have a firsthand experience on the promotion procedures and performance management systems (Wang, 2024). In such a way, relevance and depth can be achieved in the responses made, rather than fortuitously representing the general workforce. Sample size is also determined by use of a general guideline whereby there is a minimum of 306 respondents per variable or predictor in the analysis suggested by statistical research. Considering the amount of variables evaluated including fairness, clarity of promotion rules, communication efficiency, perceived motivation, it is suitable to have no less than 306 filled forms in each of the public and private sectors. These parameters had been entered into a reputable online calculator as show in the figure below. This means 306 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within $\pm 5\%$ of the measured/surveyed value. This will guarantee adequate statistical powers that will be able to give substantive comparative analysis and hypothesis testing.

Validity and Reliability Test

It is critical to make sure that research tools are valid and reliable so that they can collect accurate and reliable data. In this research, a pilot test is conducted to asses the questionnaire clarity, consistency and alignment with the research objectives. The instrument includes demographic profiles and 20 Likert-scale questions divided into four main elements:

- Evaluation the current promotion system
- Motivation impact
- Fairness and transparency
- Recommendation for improvement

Additionally, two open-ended questions are included.

Validity refers to the extent to which an instrument measures what is intends to measure (Karnia, 2024). Each question of the questionnaire is clearly aligned with the study objectives such as evaluating fairness, awareness, consistency and motivational outcomes of promotion system. Moreover, the formulation and organisation of items were guided by a survey based on current academic research and verified through experts evaluation. Reliability assesses the internal consistency of survey items (Andersson et al., 2024). This was evaluated through a pilot test with five highly skilled people from both the public and private sectors.

- Vice President of HR in a major facilities management company
- CEO of a telecommunication firm
- HR manager in financial solution company
- Head of department in the aviation industry
- Head of department in a government ministry

Using Cronbach's Alpha, the internal consistency of the Likert-scale was found to be 0.935 which indicates excellent reliability. The high score confirms that the questionnaire consistently measures key constructs such as motivation, fairness and transparency. The pilot participants provided both quantitative responses and qualitative feedback on the clarity and relevance of items allowing for minor refinements before full scale deployment. This validation process affirms the instruments suitability for robust academic research in the Omani HR context.

IV. DATA ANALYSIS

Demographic Profile

Table 1.0 *Demographic Profile of Respondents*

Demographic Variable	Valid N	Missing	Mean	Median	Mode	Std. Deviation	Variance
Gender	305	1	1.43	1.00	1	0.495	0.245
Nationality	306	0	1.34	1.00	1	0.476	0.226
Age	306	0	2.44	2.00	2	1.058	1.119
Sector	305	1	1.47	1.00	1	0.500	0.250
Job Level	306	0	2.57	3.00	3	1.064	1.132

The descriptive table indicates an equilibrium in but unique workforce. Gender is slanted to males (mean 1.43) as is nationality that is Omanis (mean 1.34) in line with local labour practices. The age range is concentrated on the 31 to 40 years (mean 2.44), which means that the middle of the career sample is predominant. The data in the Sector data (mean 1.47) indicate that there is no wide disparity between the two employees, public and private. Mean on the job level 2.57 requires further confirmation of the representation of mid-to-senior level jobs. Low standard deviations of variables indicate consistency of perceptions and hence increases the reliability of analysis of promotion-related attitudes across such demographic segments.

Gender of the Respondents

Table 2.0

Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	175	57.2	57.4	57.4
	Female	130	42.5	42.6	100.0
	Total	305	99.7	100.0	
Missing	System	1	.3		
Total		306	100.0		

The gender chart and table shows that there is a slight male dominance in the sample whereby males are 175 respondents (57.4%) and females 130 (42.6%). This can be explained by the balanced and slightly male dominated workforce that is common in organizations in Oman which may be influenced by traditional workforce roles. The greater blue chunk under males shows that there may be gender differences in relation to perceived promotion and this should further be analysed by sector or level of job so that differences in motivation can be identified. Altogether, it will make sure that different insights are guaranteed but the necessity of inclusive HR tactics is highlighted.

Nationality of the Respondents

Table 3.0 *Nationality of the Respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Omani	201	65.7	65.7	65.7
	Non - Omani	105	34.3	34.3	100.0
	Total	306	100.0	100.0	

The chart and table of nationalities depicts Omanis being in majority numbering 201 (65.7%) with non-Omanis numbering 105 (34.3%). Omani is prevalent with a blue representation, and the non-Omani red shape. This composition can be used to provide comparative analysis of the fairness of promotions across the groups, and it can then tell whether cultural factors influence motivation. The clear separation of the categories in the chart helps to state the suitability of the research to the diversified labour market in Oman, wherein the objectives of the Vision 2040 revolve around inclusive growth.

Age of the Respondents

Table 4.0 Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	67	21.9	21.9	21.9
	31-40	103	33.7	33.7	55.6
	41-50	70	22.9	22.9	78.4
	Above 50	66	21.6	21.6	100.0
	Total	306	100.0	100.0	

The age graph and table shows a predominance at mid career life with 31-40 years at 103 (33.7%), 41-50 years at 70 (22.9%), 21-30 years at 67 (21.9%), and above 50 years at 66 (21.6). The biggest red 31-40 indicates that sample is biased on the side of experienced professionals probably in search of promotion chances. This allocation makes it possible to make age-oriented observations about motivation, namely that younger generations associate growth and the older generation care more about stability. The mixed but equal segments depict the generational relations in Oman job cultures.

Sector

The table below reveals that there is hardly any difference between the share of the public and that of the private sector in it, the former 161 (52.8%) and the latter 144 (47.2). The blue public bar is a bit higher to represent the government-oriented economy of Oman, and enables a straightforward comparison of the promotion systems on offer in regulated public hierarchies and merit-based private worlds. This balance affects the validity of the study on cross-sectoral analysis, as it might elicit why the perceptions of fairness are higher among the entities of the realm of the respondents in the domain of private entrepreneurship. The chart highlights the two-pronged approach that is critical in customizing motivational practice.

Table 5.0 Count by Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	161	52.6	52.8	52.8
	Private	144	47.1	47.2	100.0
	Total	305	99.7	100.0	
Missing	System	1	.3		
Total		306	100.0		

Job Level

The job level table and chart demonstrates that Senior-Level roles are most prevalent at 98, followed by Mid-Level (73), Executive-Level (70), and Entry-Level (65). This balanced distribution allows for insights across career stages, but the dominance of Senior-Level positions suggests the sample favours experienced employees' perspectives on promotion systems.

Table 6.0 Count of Job Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry - Level	65	21.2	21.2	21.2
	Mid - Level	73	23.9	23.9	45.1

	Senior - Level	98	32.0	32.0	77.1
	Executive Level	70	22.9	22.9	100.0
	Total	306	100.0	100.0	

Current Promotion System Evaluation – CPSE

Clarity of the Promotion System

Table 7.0 *Clarity of the Promotion System*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	113	36.9	36.9	36.9
	Agree	75	24.5	24.5	61.4
	Neutral	69	22.5	22.5	84.0
	Disagree	35	11.4	11.4	95.4
	Strongly Disagree	14	4.6	4.6	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.22
Median		2.00
Mode		1
Std. Deviation		1.191
Variance		1.419
Sum		680

The evidence shows that a substantial number of the surveyed have the impression that the promotion system in their work place is transparent and properly organized. Of 306 respondents:

- 113 (36.9%) strongly agreed,
- 75 (24.5 percent) concurred,
- Whereas 69 (22.5%) had no preference,
- Just 35 (11.4%) did not agree.

Twenty-three percent (23) were strongly in agreement and only 4.6 percent (4.6) strongly disagreed. The favorable perception is indicated by 2.22 mean and 1 mode (Strongly Agree) in easy half-mark slicing. The standard deviation of 1.191 and variance 1.419 suggest a middle degree of dispersion in responses, hence that there is some degree of variance in perceptions but they are oriented towards agreement.

Summary Findings

The majority of the employees have the opinion that the promotion system is transparent. This indicates that the organization has managed to convey its promotions system to its employees. The significant neutral and disagreeing answers, however, suggest that there is still room to improve on the need to have all the employees well versed with the criteria and process. Ambiguity can be minimized by using transparency and internal communication, which will also increase the degree of trust in system.

Awareness of the Promotion System**Table 8.0** *Awareness of the Promotion System*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	112	36.6	36.6	36.6
	Agree	77	25.2	25.2	61.8
	Neutral	66	21.6	21.6	83.3
	Disagree	37	12.1	12.1	95.4
	Strongly Disagree	14	4.6	4.6	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.23
Median		2.00
Mode		1
Std. Deviation		1.196
Variance		1.429
Sum		682

The answers indicate that most workers are conversant with the promotion system as well as its demands in their company. Of 306 respondents:

- 112 (36.6%) strongly agreed and
- 77 (25.2%) agree
- Together forming 61.8% positive responses
- 66 respondents (21.6%) were neutral
- While 37 (12.1%) disagree and
- 14 (4.6%) strongly disagreed

The mean is 2.23, median is 2, and the mode is 1, indicating most people leaned toward “Strongly Agree.” The standard deviation is 1.196, showing a mild spread of opinions, and the variance is 1.429, which supports that view.

Summary Findings

Most employees have acknowledged that they are aware of the promotion system, indicating that communication policy surrounding the promotion policies is good in general. It is important to note, however, that neutral responses as well as some negative reactions are present here, indicative of the fact that there is still some room to improve. Agencies must make the aspects of promotion, such as the criteria, procedures, and promoting opportunities, not only accessible but also clarified to all people. It can be helped by communications, frequent workshops and updates and open HR policies.

Effectiveness of the Promotion System**Table 9.0** *Effectiveness of the Promotion System*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	91	29.7	29.7	29.7
	Agree	75	24.5	24.5	54.2
	Neutral	90	29.4	29.4	83.7
	Disagree	30	9.8	9.8	93.5
	Strongly Disagree	20	6.5	6.5	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.39
Median		2.00
Mode		1
Std. Deviation		1.194
Variance		1.425
Sum		731

The mean standard is 2.39 with the 306 respondents indicating that majority of the responses were towards agreement but not strongly. Because the mode is 1, you will be safe concluding that the strongly agree option is most often selected; the standard deviation (1.194) and variance (1.425) suggest that there is a spread in the scores to a moderate degree. Almost a third of the respondents selected “Neutral” which represents lack of experience in the system or even uncertainty. In the total distribution, there is a broader range of perceptions than before, especially on the strong disagreement side with 6.5 percent of participants holding this view-- the highest yet across categories.

Summary Findings

Their responses indicate that 54.2 percent concur to a certain degree that the use of present promotion system is effective to identify performance. However, the large neutral segment (29.4%) and notable disagreement (16.3%) highlight areas for improvement. Although it is generally welcomed, the discordance in answers indicates the inefficiency in implementation or communication of the effectiveness of the promotion system.

Current Promotion System

Table 10.0 Current Promotion System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	152	49.7	49.7	49.7
	Agree	79	25.8	25.8	75.5
	Neutral	75	24.5	24.5	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		1.75
Median		2.00
Mode		1
Std. Deviation		0.825
Variance		0.681
Sum		535

Of the 306 valid responses:

- A significant 49.7% (152 respondents) strongly agreed that their organization follows a merit-based promotion system.
- 25.8% (79 respondents) agreed, and 24.5% (75 respondents) remained neutral.
- Of note, none dissented or strongly dissented, which points to absence of any outright rejection among the respondents in regards to this perception.

The average rating is 1.75 that is close to 2.00, indicating that people have a tendency to agree. The mode is 1 i.e. most frequent response was "Strongly Agree" whereas the standard deviation is 0.825 and, therefore, indicates the use of relatively low variability, which means that the participants had consistent perceptions and the variance is 0.681, which further proves the fact that the data is distributed tightly around the central point.

Findings' Summary

The findings show that there is a sense of confidence among the employees that their organization has a merit-based system of promotion. Nearly three-quarters (75.5%) of respondents expressed agreement or strong agreement, with no respondents disagreeing. This is a sign of good faith amongst employees in the promotion process; meritocracy and fairness. Lack of any argument in the opposite direction shows a positive concurrence, which possibly indicates a good HR practice and open promotions policy.

Consistency of the Promotion System**Table 11.0** *Consistency of The Promotion System*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	91	29.7	29.7	29.7
	Agree	75	24.5	24.5	54.2
	Neutral	90	29.4	29.4	83.7
	Disagree	30	9.8	9.8	93.5
	Strongly Disagree	20	6.5	6.5	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.39
Median		2.00
Mode		1
Std. Deviation		1.194
Variance		1.425
Sum		731

The data set will be answers to 306 respondents. A substantial portion of respondents either Strongly Agreed (29.7%) or Agreed (24.5%) that the promotion system in their organization is consistent across departments, accounting for a combined 54.2%. In the meantime, Neutral responses constituted 29.4% indicating that a number of employees are not confident with the uniformity of the system. On the other end, Disagree (9.8%) and Strongly Disagree (6.5%) together reflect 16.3% of employees expressing dissatisfaction.

The average value is 2.39 and this has an overall positive slant in its direction of agreement. The mode number is 1 and the most frequent answer is 1 (Strongly Agree). Its standard deviation is 1.194 and the variation is 1.425, which means that responses are not highly dispersed.

Summary Findings

The exit survey results show that over one-half of the respondents consider that the promotion system is widely uniform across the departments. Nevertheless, things can be improved, and the lack of agreement appears at 16.3 percent. The general sentiment is fairly positive with the data also indicating a possible disparity or absence of uniform implementation of the promotions policy amongst some of the departments.

Summary of Current Promotion System Evaluation (CPSE)**Table 12.0** *Summary of Current Promotion System Evaluation (CPSE)*

Statistics	Value
Valid N	306
Missing N	0
Mean	2.1869
Median	2.0000
Mode	1.60
Standard Deviation	0.75189
Variance	0.565

The descriptive statistics indicate that employee tends towards existing promotion system. The Mean score of 2.19 based on sample of 306 is slightly above the scale mid point of 2 on a 5 point scale (1 - Strongly Agree , 5 – Strongly Disagree) suggesting that respondents are more towards dissatisfaction. The median mirrors this at 2.00, while the mode—1.60—implies that the most frequent individual rating clustered nearer the unfavourable side. A moderate standard deviation (0.75) and variance (0.565) reveal noticeable spread, reflecting divergent views likely driven by sector, job level, or tenure. In practical terms, many participants perceive their organisation’s current promotion criteria as only partly transparent or merit-based, echoing literature that associates hierarchical rigidity with lower satisfaction. The data highlight the need to examine sub-group differences: for example, lower job levels may report stricter bottlenecks, whereas senior staff could view the system more positively. Overall, the CPSE statistics underscore a critical area for improvement: while not bad, the current system fails to inspire broad confidence or enthusiasm, potentially restraining engagement and retention.

Promotion System and Employee Motivation**Current Promotion System Motivates to Perform Better at Work***Table 13.0 Current Promotion System Better at Work*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	105	34.3	34.3	34.3
	Agree	75	24.5	24.5	58.8
	Neutral	75	24.5	24.5	83.3
	Disagree	38	12.4	12.4	95.8
	Strongly Disagree	13	4.2	4.2	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.28
Median		2.00
Mode		1
Std. Deviation		1.181
Variance		1.395
Sum		697

The discussion of this question shows that a considerable number of respondents are well motivated by the existing promotion system at their workplace. Specifically:

- 105 respondents (34.3%) strongly agreed.
- 75 respondents (24.5%) agreed.
- 75 respondents (24.5%) remained neutral.
- Only 38 respondents (12.4%) disagreed.
- A small group of 13 respondents (4.2%) strongly disagreed.

The average value is 2.28, which would point to existing tendencies of agreeing with the statement. The mean value of the mode is 1, corresponding to the highest occurrence of the response of strongly agree as represented by the standard deviation value of 1.181, which depicts moderate variation around the mean. This indicates a favorable attitude towards the promotional approach as the incentive, but it cannot be ignored that a significant number hold a negative or neutral view.

Findings' Summary

The data indicates that a majority (58.8%) of respondents believe the promotion system enhances their motivation to perform better at work. It is a good indicator that the system is working as a performance motivator. That 24.5 percent of the participants were neutral on the system and 16.6 percent disagree with it; however, indicates the need further enhancement in an effort to have the system universally accepted as fair and motivational.

Clear Career Advancement Opportunities Increase Job Satisfaction

Table 14.0 Clear Career Advancement Opportunities Increase Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	129	42.2	42.2	42.2
	Agree	71	23.2	23.2	65.4
	Neutral	65	21.2	21.2	86.6
	Disagree	27	8.8	8.8	95.4
	Strongly Disagree	14	4.6	4.6	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.10
Median		2.00
Mode		1
Std. Deviation		1.180
Variance		1.392
Sum		644

The information in this question shows that a large percentage of the respondents consider the career advancement opportunity as a good motivator in job satisfaction. An average of 2.10 is obtained, with a mode and median figure of 2.00, showing that there is an overall tendency to agree. The standard deviation value of 1.180 indicates moderate range of deviations in the responses. Of the 306 valid responses:

- 129 participants (42.2%) strongly agreed,
- 71 (23.2%) agreed, and
- 65 (21.2%) were neutral.

Only a small fraction disagreed (8.8%) or strongly disagreed (4.6%). Looking at the cumulative percentage, 65.4 percent of the respondents agreed or strongly agreed, whereas only 13.4 percent disagreed or strongly disagreed giving the positive connotation.

Summary Findings

The majority of the participants assume that clear opportunities of advancing careers have a good impact on job satisfaction. That 65.5 percent of those have answered similarly demonstrates that employees take both upward mobility and defined career pathways seriously. These results highlight the merits of functioning systems of transparent and merit-based advancement in enhancing morale and general satisfaction of employment.

Promotion System Recognition and Morale

Table 15.0 *Promotion System Recognition and Morale*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	127	41.5	41.6	41.6
	Agree	78	25.5	25.6	67.2
	Neutral	62	20.3	20.3	87.5
	Disagree	28	9.2	9.2	96.7
	Strongly Disagree	10	3.3	3.3	100.0
	Total	305	99.7	100.0	
Missing	System	1	0.3		
Total		306	100.0		

N	Valid	305
	Missing	1
Mean		2.07
Median		2.00
Mode		1
Std. Deviation		1.132
Variance		1.281
Sum		631

In the analysis, 305 were valid responses out of a total of 306 responses with 1 missing response. The mean = 2.07, the median = 2.00, and the mode = 1 indicating that the responses were primarily with a strong agreement. A moderate spread in responses is reflected by the standard deviation of 1.132 and $\sqrt{(\sigma^2)}$ of 1.281, which show that most of the respondents had tended to lean positively, although there were some divergent feelings among them.

- 127 respondents (41.6%) strongly agreed that recognition through promotion significantly boosts their morale.
- 78 respondents (25.6%) agreed.
- 62 (20.3%) remained neutral.
- Only 28 (9.2%) disagreed, and 10 (3.3%) strongly disagreed.

These findings indicate that most of the respondents regard promotion-based appreciation as a morale-boosting tool.

Findings' Summary

The information establishes that over two-thirds of respondents feel that when they are promoted they feel that it boosts their morale. This makes transparent and appreciative promotion system very significant. Nonetheless, a slight portion of employees did disagree or stay neutral, meaning that there are some possible areas of the promotion communication within the company. These gaps can be eliminated to increase the overall morale of the employees and job satisfaction.

Performance Based Promotion Encourage Healthy Competition Among Employees**Table 16.0** *Performance Based Promotion*

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		122	39.9	39.9	39.9
	Agree		96	31.4	31.4	71.2
	Neutral		57	18.6	18.6	89.9
	Disagree		20	6.5	6.5	96.4
	Strongly Disagree		11	3.6	3.6	100.0
	Total		306	100.0	100.0	
N	Valid	306				
	Missing	0				
Mean		2.03				
Median		2.00				
Mode		1				
Std. Deviation		1.083				
Variance		1.173				
Sum		620				

According to the data, it is evident that a large percentage of respondents find performance-based promotions as a way of encouraging healthy competition in work places. A total of 122 participants (39.9%) strongly agreed, while 96 (31.4%) agreed, making up a combined 71.3% of positive responses. This indicates a significant majority of a constructive force perception of performance-based systems.

Meanwhile, 57 respondents (18.6%) remained neutral, suggesting a degree of uncertainty or lack of strong opinions, possibly due to either limited exposure or unclear implementation of such systems in their respective workplaces. Only 20 participants (6.5%) disagreed and 11 (3.6%) strongly disagreed, indicating minimal negative perception overall.

Respondent-wise, the average 2.03, median of 2.00, and a mode of 1.00 tend to support the point of agreement, with a small standard deviation of 1.083 implying the samples are tightly clustered around the mean hence unanimity as far as the respondent is concerned.

Findings' Summary

Most of the respondents hold the view that associating promotions with performance helps in healthy competition among the employees. Agreeing or strongly agreeing with the performance-based advancement, 70.46% of respondents confirm their positive attitudes to this idea. The number of dissenting voices and their low variation also confirm this conclusion (it is relatively small). This indicates that, organizations that want to ensure positive competitive relationships should use clear and just performance-based promotional policies.

Commitment to the Organization**Table 17.0** *Commitment to the Organization*

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		120	39.2	39.3	39.3
	Agree		91	29.7	29.8	69.2
	Neutral		69	22.5	22.6	91.8

	Disagree	14	4.6	4.6	96.4
	Strongly Disagree	11	3.6	3.6	100.0
	Total	305	99.7	100.0	
Missing	System	1	0.3		
Total		306	100.0		

N	Valid	305
	Missing	1
Mean		2.03
Median		2.00
Mode		1
Std. Deviation		1.063
Variance		1.131
Sum		620

The sample has 305 valid responses with the average, median, and mode equal to 2.03, 2.00, and 1, respectively, thus demonstrating a significant amount of skewed positive answers. The variation of 1.063 and 1.131 variance indicate a low spread that depicts consensus among the respondents.

Out of the total, 39.3 reputed strongly and 29.8 agreed that the availability of promotion affects their commitment to the organization, which creates a majority of 69.1. Only 4.6% disagreed and 3.6% strongly disagreed which translates to a total of 8.2% who had negative inclinations. In the meantime, 22.6 percent were neutral and this may either be due to ambiguity, or the lack of personal experience in promotion processes.

Findings' Summary

The results show clearly that promotional opportunities are a major organizer of commitment to the organization. Almost 70 percent of the respondents admit the positive effect of the feeling of fair change to grow in their careers thus, the likelihood to remain loyal and dedicated is much higher once the change is perceived as fair. That is why the promotion systems are to be clear and with proper structure in order to keep the best talent and maintain work morale.

Summary of Promotion System and Employee Motivation (PSEM)

Table 18.0 *Summary of Promotion System and Employee Motivation*

Statistics	Value
Valid N	306
Missing N	0
Mean	2.1033
Median	2.0000

Statistics	Value
Mode	2.00
Standard Deviation	0.66663
Variance	0.444

The construct tapping employees' motivational response to the promotion system produced a mean of 2.10, a median of 2.00, and a mode of 2.00, aligning closely with the pattern seen for CPSE. Scores clustered below the neutral midpoint, indicating that most staff did *not* feel energised or encouraged by the current promotion environment. The low standard deviation (0.67) and variance (0.444) point to tightly grouped perceptions rather than isolated outliers, implying that motivational shortfalls are pervasive across demographic categories. This subdued motivational baseline complements the regression analysis, where promotion-related variables jointly explained 24% of motivation variance but still left 76% unaccounted for. These findings indicate the importance of tangible recognition mechanisms, clear performance metrics, merit bonuses or accelerated career progress to counteract the apparent scepticism. The data suggest that employees have yet to see compelling evidence that excelling will meaningfully move them up the organisational ladder. Management interventions, therefore, should connect measurable achievements to visible advancement opportunities, thereby pushing the mean above the neutral midpoint in future assessments. The 2.10 mean serves as a diagnostic indicator of latent disengagement that can be reversed only through substantive, not symbolic, promotion reforms.

Fairness and Transparency in Promotion Systems (FTPS)

Table 19.0 Fairness of The Promotion Process in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	28.8	28.8	28.8
	Agree	83	27.1	27.1	55.9
	Neutral	86	28.1	28.1	84.0
	Disagree	32	10.5	10.5	94.4
	Strongly Disagree	17	5.6	5.6	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.37
Median		2.00
Mode		1
Std. Deviation		1.164
Variance		1.355
Sum		725

Of the respondents (306), 28.8% strongly agreed and 27.1% agreed that the promotion process is fair, thus more than half seeing this as positive. Nonetheless, 28.1 percent of them said that they were neutral pointing to some indecisiveness. A lesser percentage, 10.5 percent agreed and 5.6 percent strongly agreed. The mean score is 2.37 (closer to agreement), and the mode is 1, showing a tendency toward strong agreement. The standard deviation is 1.164 and the variation in the responses is moderate.

Findings Summary

Majority of the employees find promotion process fair and devoid of partiality whereas a conspicuous number are just neutral or criticize it. There is an overall positive perception but the opinion has to improve on transparency or communication to persuade the indecisive and displeased respondents.

Justification of the Promotion Decisions

Table 20.0 *Justification of the Promotion Decisions*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	118	38.6	38.6	38.6
	Agree	70	22.9	22.9	61.4
	Neutral	71	23.2	23.2	84.6
	Disagree	26	8.5	8.5	93.1
	Strongly Disagree	21	6.9	6.9	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.22
Median		2.00
Mode		1
Std. Deviation		1.237
Variance		1.531
Sum		680

A high 38.6 percent of the participants strongly agreed with and 22.9 percent agreed that promotions are justified unambiguously giving a combined percentage of strong agreement/agreement of 61.5 per cent. About 23.2 percent took the stances of being speechless, and 8.5 percent disagreed and 6.9 percent strongly disagreed. The average is 222 and mode 1 again showing a bias to strong agreement. The 1.237 standard deviation indicates a little bit more dispersion in the views.

Findings' Summary

There is a dominant opinion among the respondents that there is transparency in what justifies the decisions taken regarding promotion. The fact that there were neutral and negative responses however indicates that there is a need to improve the clarity in communicating these decisions so that they are understood in a uniform manner.

Equal Opportunities for Promotion Regardless of Personal Connections**Table 21.0** *Equal Opportunities for Promotion*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	96	31.4	31.4	31.4
	Agree	80	26.1	26.1	57.5
	Neutral	75	24.5	24.5	82.0
	Disagree	32	10.5	10.5	92.5
	Strongly Disagree	23	7.5	7.5	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.37
Median		2.00
Mode		1
Std. Deviation		1.235
Variance		1.525
Sum		724

A majority of 57.5% of the respondents strongly agreed and agreed leaving the rest in minority. Neutral answer was 24.5%, 10.5 and 7.5 disagreed and strongly disagreed respectively. The average is 2.37 and the mode is 1, once again towards strong agreement. The standard deviation is 1.235 which means that there is moderate variation.

Findings' Summary

The majority of employees hold to the belief that promotions opportunities do not lie in the hands of those who have personal connections. Nonetheless, the large neutral and opposite numbers indicate that not every employee is confident of whether the process is objective.

The Promotion Criteria Are Applied Consistently To All**Table 22.0** *Performance Based Promotion*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	86	28.1	28.1	28.1
	Agree	84	27.5	27.5	55.6
	Neutral	70	22.9	22.9	78.4
	Disagree	45	14.7	14.7	93.1
	Strongly Disagree	21	6.9	6.9	100.0
	Total	306	100.0	100.0	

N	Valid	306
	Missing	0
Mean		2.45
Median		2.00
Mode		1
Std. Deviation		1.233
Variance		1.520
Sum		749

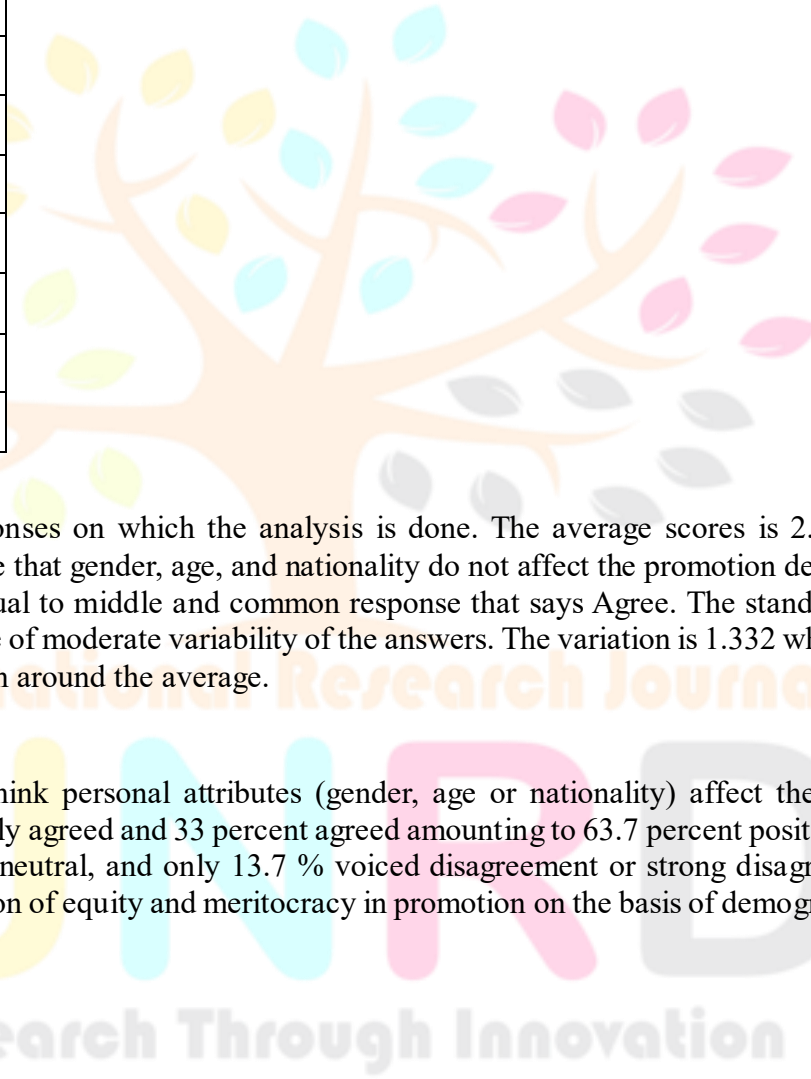
- 28.1% strongly agreed and 27.5% agreed (55.6% total) that criteria are applied consistently.
- 15.99% were neutral.
- 14% of those surveyed disagreed and 6.9 of them strongly disagreed.

The average was 2.45 and the standard deviation 1.233 indicating a bit higher disagreement when compared to the other parts.

Findings' Summary

On whether there should be consistent application of criteria, more than half agree that application of criteria should remain consistent and this shows that 21.6 percent disagree with this argument. Standards can also be made more uniform, and more visible, to enhance what is perceived as parity.

Factors May Influence Promotion Decisions**Table 23.0** *Factors May Influence Promotion Decisions*

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		94	30.7	30.7	30.7
	Agree		101	33.0	33.0	63.7
	Neutral		69	22.5	22.5	86.3
	Disagree		23	7.5	7.5	93.8
	Strongly Disagree		19	6.2	6.2	100.0
	Total		306	100.0	100.0	
N	Valid	306				
	Missing	0				
Mean		2.25				
Median		2.00				
Mode		2				
Std. Deviation		1.154				
Variance		1.332				
Sum		690				

There were 306 valid responses on which the analysis is done. The average scores is 2.25, which is indicative of a tendency to agree that gender, age, and nationality do not affect the promotion decision. Mode is 2 and median 2.00 also is equal to middle and common response that says Agree. The standard deviation equals 1.154, which is indicative of moderate variability of the answers. The variation is 1.332 which indicates that there is minimal distribution around the average.

Findings' Summary

Most respondents do not think personal attributes (gender, age or nationality) affect the promotions. Particularly, 30.7 percent strongly agreed and 33 percent agreed amounting to 63.7 percent positive feedback. In the meantime, 22.5 % were neutral, and only 13.7 % voiced disagreement or strong disagreement. This forms part of a general impression of equity and meritocracy in promotion on the basis of demographic issues.

Summary of Fairness and Transparency in Promotion Systems (FTPS)**Table 24.0** *Fairness and Transparency in Promotion Systems*

Statistics	Value
Valid N	306
Missing N	0
Mean	2.3320
Median	2.2000
Mode	1.80
Standard Deviation	0.83014
Variance	0.689

The fairness-transparency construct posted a mean of 2.33, a median of 2.20, and a mode of 1.80, placing perceptions just marginally higher than those for CPSE and PSEM but still below the neutral point. The higher standard deviation 0.83 and variance 0.689 shows wider range of result. This suggest that the employee experiences of fairness change more sharply. This is likely due to differences in department, manager or sector. This kind of variation is shown by the earlier t-test which found that employee in the private sector rated fairness much better than in the public sector. The descriptive statistics corroborate the non-significant negative correlation ($r = -0.082$) between FTPS and the desire for system improvements, implying that even employees who perceive moderate fairness still endorse reform. The low mean underscores that current transparency mechanisms perhaps written policies, feedback loops, or audit trails are insufficiently visible or credible. The 2.33 average show that managers need to build trust and communicate clearly by making promotion criteria available and clear, conducting open forums and provide debriefing after each promotion cycle. This is because, fairness perceptions are highly sensitive to even minor procedural lapses, organisations must ensure consistent application across all levels. Addressing these gaps can elevate the mean toward or beyond the midpoint, thus strengthening both morale and organisational justice perceptions in subsequent cycles.

Improving Promotion Systems**Table 25.0** *Improving the Transparency*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	133	43.5	43.6	43.6
	Agree	91	29.7	29.8	73.4
	Neutral	53	17.3	17.4	90.8
	Disagree	17	5.6	5.6	96.4
	Strongly Disagree	11	3.6	3.6	100.0
	Total	305	99.7	100.0	
Missing	System	1	0.3		
Total		306	100.0		

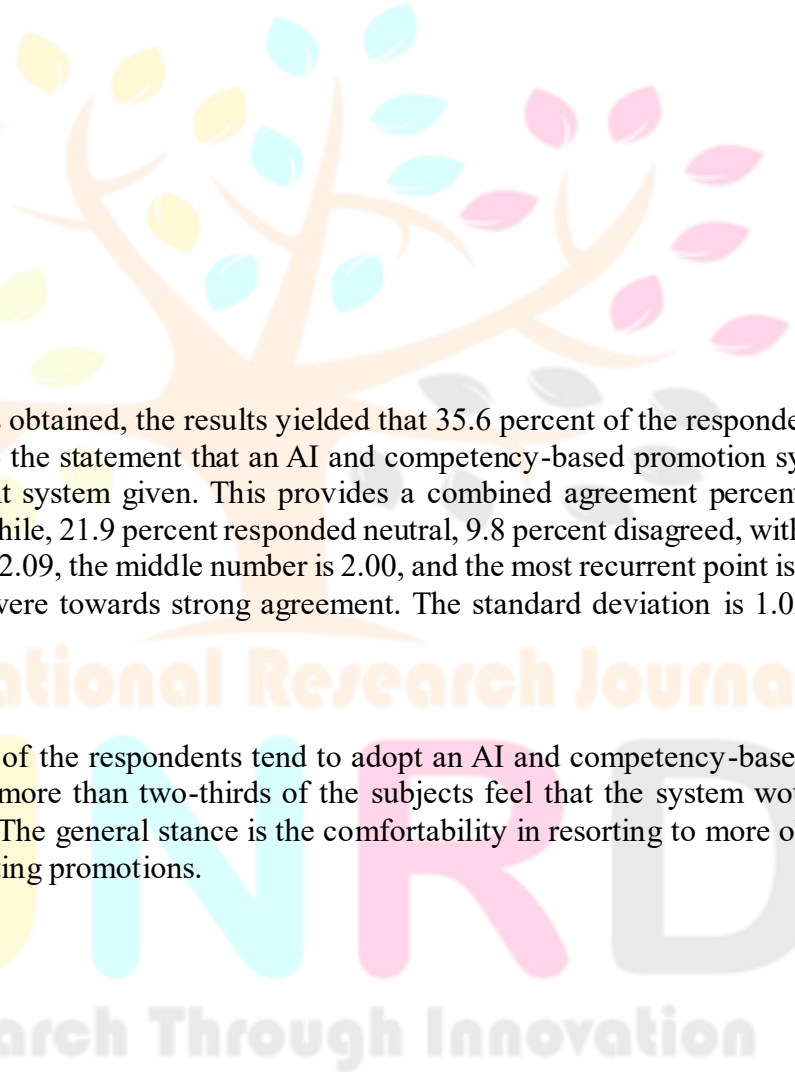
N	Valid	305
	Missing	1
Mean		1.96
Median		2.00
Mode		1
Std. Deviation		1.077
Variance		1.159
Sum		597

Mean of 1.96 shows that most of the responders strongly agreed to the statement that there should be improvement in transparency in the promotional process. The mode of 1 (Strongly Agree) confirms that the most frequent response was Strongly Agree. Out of 305 valid responses, 133 respondents (43.6%) strongly agreed and 91 (29.8%) agreed, which together comprise 73.4% of the participants. The proportion sharing adjudicated opinion was 58.6: 17.4% were neutral, 5.6% disagreed and 3.6% strongly disagreed. The standard deviation of 1.077, poises a rather low dispersion implying that most of the responses were more towards the side of agreement.

Findings' Summary

A substantial majority complained of being not satisfied with the present transparency of promotion mechanisms. With nearly three-quarters (73.4%) of participants agreeing or strongly agreeing that transparency needs improvement, it's evident that this is a significant concern. The data is suggestive of an imminent necessity that the organization amends and improves the manner in which promotion decisions are being communicated and enforced, barring clarity, fairness and trust.

AI And Competency Based Promotion System**Table 26.0** *AI and Competency Based Promotion System*

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		109	35.6	35.6	35.6
	Agree		97	31.7	31.7	67.3
	Neutral		67	21.9	21.9	89.2
	Disagree		30	9.8	9.8	99.0
	Strongly Disagree		3	1.0	1.0	100.0
	Total		306	100.0	100.0	
N	Valid	306				
	Missing	0				
Mean		2.09				
Median		2.00				
Mode		1				
Std. Deviation		1.025				
Variance		1.051				
Sum		639				

Out of the 306 valid responses obtained, the results yielded that 35.6 percent of the respondents strongly agreed and 31.7 percent agreed to the statement that an AI and competency-based promotion system would be more effective than the current system given. This provides a combined agreement percentage of 67.3 which is rather high. In the meanwhile, 21.9 percent responded neutral, 9.8 percent disagreed, with 1.0 percent strongly disagreed. The average is 2.09, the middle number is 2.00, and the most recurrent point is 1 indicating that majority of the participants were towards strong agreement. The standard deviation is 1.025, with not much variability of responses.

Findings' Summary

The results indicate that most of the respondents tend to adopt an AI and competency-based promotion system. The results indicate that more than two-thirds of the subjects feel that the system would be more effective, less than 11% disagree. The general stance is the comfortability in resorting to more objective and skill-related instruments in predicting promotions.

Clear Career Development Path**Table 27.0** *Clear Career Development Path*

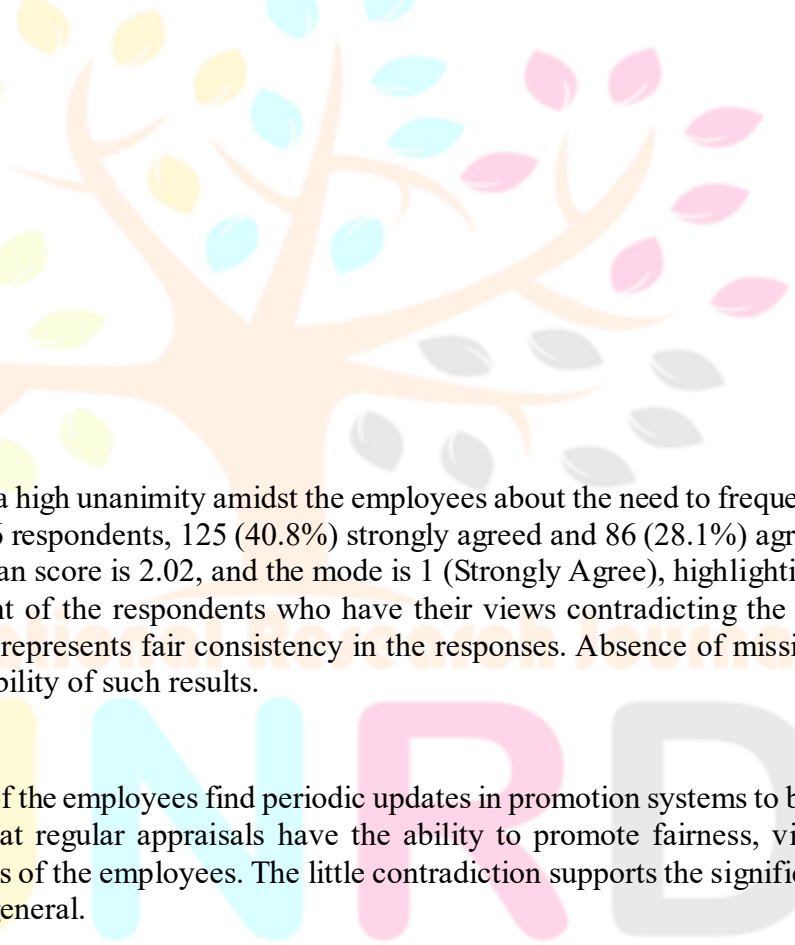
			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		127	41.5	41.5	41.5
	Agree		87	28.4	28.4	69.9
	Neutral		62	20.3	20.3	90.2
	Disagree		21	6.9	6.9	97.1
	Strongly Disagree		9	2.9	2.9	100.0
	Total		306	100.0	100.0	
N	Valid	306				
	Missing	0				
Mean		2.01				
Median		2.00				
Mode		1				
Std. Deviation		1.077				
Variance		1.160				
Sum		616				

Overall, the majority of the respondents believe in the fact that the structured career development path has to exist at each job level. Among 306 participants, 127 (41.5%) strongly agreed and 87 (28.4%) agreed, showing a clear consensus in favor of structured growth plans. This comes to approximately 70 percent total agreement. Only a small fraction expressed disagreement: 21 (6.9%) disagreed and 9 (2.9%) strongly disagreed, while 62 respondents (20.3%) were neutral. The mean score of 2.01 (closer to “strongly agree”) and mode of 1 confirm a strong central trend toward agreement. Standard deviation of 1.077 depicts moderate variance, the meaning of which is that the group of respondents displayed a consistent pattern in answering.

Findings’ Summary

These findings indicate that the majority of staffs prefer openness and clarity with their careers. A well articulated direction may boost morale and make the employees feel that they have a direction in the company. That such a small number disagreed is an indicator of the low resistance to such systems in use. These results show how important it is that the organizations should develop and convey well-organized career development pathways in line with employee expectations. In this way, businesses can increase levels of engagement, satisfaction, and long-term retention.

Regular Review and Updates of Promotion Systems**Table 28.0***Regular Review and Updates of Promotion Systems*

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree		125	40.8	40.8	40.8
	Agree		86	28.1	28.1	69.0
	Neutral		65	21.2	21.2	90.2
	Disagree		24	7.8	7.8	98.0
	Strongly Disagree		6	2.0	2.0	100.0
	Total		306	100.0	100.0	
N	Valid	306				
	Missing	0				
Mean		2.02				
Median		2.00				
Mode		1				
Std. Deviation		1.056				
Variance		1.114				
Sum		618				

The data shows that there was a high unanimity amongst the employees about the need to frequently analyze the promotion systems. Out of 306 respondents, 125 (40.8%) strongly agreed and 86 (28.1%) agreed, totaling 68.9% positive responses. The mean score is 2.02, and the mode is 1 (Strongly Agree), highlighting a general favorability. It is only 9.8 per cent of the respondents who have their views contradicting the rest and the standard deviation is 1.056 and it represents fair consistency in the responses. Absence of missing data was registered, which adds to the reliability of such results.

Findings' Summary

The result indicates that most of the employees find periodic updates in promotion systems to be necessary. This reinforced the suggestion that regular appraisals have the ability to promote fairness, visibility, and compatibility with the anticipations of the employees. The little contradiction supports the significance of this practice among the workforce in general.

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Improving Promotion Systems (IPS)**Table 29.0** *Improving Promotion Systems*

Statistic	Value
Valid N	306
Missing N	0
Mean	2.0270
Median	2.0000
Mode	2.20
Standard Deviation	0.61281
Variance	0.376

Respondents' outlook on *improving* promotion systems yielded a mean of 2.03, median 2.00, and mode 2.20, the lowest among the four constructs. Interpreting this score requires attention to item wording: if statements were framed positively e.g., "Our organisation is actively enhancing its promotion system", a low mean denotes disagreement, signalling that employees do *not* believe meaningful improvements are under way. Conversely, if items were phrased as improvements are needed, the same mean would indicate agreement; however, given the consistency with prior constructs, the former reading is more plausible. The limited spread ($SD = 0.61$; $variance = 0.376$) indicates near-uniform scepticism about ongoing reforms. Yet regression results show that IPS still contributed significantly ($\beta = 0.21$, $p < 0.01$) to predicting motivation, affirming that employees who do perceive progress feel more energised. Coupled with the descriptive statistics, this pattern suggests a credibility gap: while leadership may tout reform initiatives, front-line staff have yet to experience tangible change. Practical remedies include publishing a reform roadmap with milestones, involving employees in pilot programmes, and reporting progress transparently. Doing so could lift perceptions of improvement, which, as the regression indicates, would meaningfully enhance motivation. In sum, the 2.03 mean spotlights an urgent need for visible, sustained action to convert rhetoric into authentic promotion-system upgrades and, thereby, foster a more motivated workforce.

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Correlation Matrix 1 (CPSE vs PSEM)

(Current Promotion System Evaluation vs. Promotion System and Employee Motivation)

Table 30.0 *Current Promotion System Evaluation vs. Promotion System and Employee Motivation*

	Current Promotion System Evaluation	Promotion System & Employee Motivation
Current Promotion System Evaluation	1.000	0.368 **
Promotion System & Employee Motivation	0.368 **	1.000
Sig. (2-tailed)	—	< .001
N	306	306

Note. ** **Correlation is significant at the .01 level (2-tailed).

The correlation matrix reveals a statistically significant, positive relationship between Current Promotion System Evaluation and Promotion System and Employee Motivation, with a Pearson r of 0.368 ($p < 0.001$) across 306 observations. This moderate association indicates that as employees perceive the existing promotion system more favourably—perhaps in terms of its structure, clarity, and operational effectiveness—their motivation levels tend to rise correspondingly. In organizational research, such a coefficient falls within the medium range (0.30–0.49), suggesting a noticeable but not overwhelming linkage, consistent with guidelines from Cohen and others. The two-tailed significance level below 0.001 underscores that this pattern is unlikely due to chance, providing empirical support for the study's Hypothesis 1, which posited that enhancing promotion systems would boost motivation. However, correlation does not imply causation; external factors like job satisfaction or leadership style might mediate this relationship, as noted in similar HR studies. The matrix's symmetry ($r=0.368$ in both directions) and perfect diagonals ($r=1.000$) confirm the expected self-correlation of each variable with itself. With no missing data ($N=306$), the results are robust, but the moderate strength implies that promotion evaluations explain only about 13.5% of motivation variance ($r^2=0.135$), leaving room for other predictors. These findings are consistent with the literature on organisational justice. It indicates that increased engagement is associated with perceived procedural impartiality in promotions. Practically, it implies that Omani organisations could enhance workforce motivation by optimising their existing promotion mechanism. However, additional regression analysis is required to identify distinctive contributions. Overall, the matrix emphasises a positive meaningful interdependence, which necessitates targeted interventions to strengthen the connection between promotion and motivation.

Correlation Matrix 2 (FTPS vs IPS)

(Fairness & Transparency in Promotion Systems vs. Improving Promotion Systems)

Table 31.0 *Fairness & Transparency in Promotion Systems vs. Improving Promotion Systems*

	Fairness & Transparency in Promotion Systems	Improving Promotion Systems
Fairness & Transparency in Promotion Systems	1.000	−0.082
Improving Promotion Systems	−0.082	1.000
Sig. (2-tailed)	—	.153
N	306	306

Note. No statistically significant correlation was observed at the .01 level (2-tailed).

The correlation matrix displays a weak, negative association between Fairness and Transparency in Promotion Systems and Improving Promotion Systems, with a Pearson r of -0.082 ($p=0.153$) based on 306 cases. This non-significant coefficient suggests little to no linear relationship between perceptions of fairness/transparency and beliefs about system improvements; the p -value exceeding 0.05 indicates that the observed link could easily arise by chance, failing to reject the null hypothesis of zero correlation. In organizational research contexts, such a low absolute value (below 0.10) denotes negligible practical importance, often classified as a weak or trivial effect per established benchmarks. The negative direction implies that higher fairness perceptions might slightly correspond to lower endorsement of improvements, perhaps because satisfied employees see less need for change, but the weakness and insignificance render this interpretation speculative. The matrix's structure, with $r=1.000$ on diagonals and symmetric off-diagonals, adheres to standard Pearson conventions, and the full sample ($N=306$) enhances reliability without attrition bias. However, the lack of significance may stem from contextual factors in Omani settings, such as cultural norms prioritizing stability over reform, as discussed in HR literature. This result challenges Hypothesis 3, which anticipated transparency to correlate positively with commitment, and highlights potential multicollinearity or suppressor effects warranting further exploration in multivariate models. Practically, it implies that transparency alone may not drive calls for promotion enhancements, urging managers to address other motivators like merit recognition. While not statistically meaningful, the matrix underscores the complexity of promotion dynamics, where fairness perceptions do not strongly predict improvement attitudes, possibly due to unmeasured variables like organizational politics.

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Regression**Table 32.0 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin–Watson
1	0.495	0.245	0.238	0.58204	0.245	32.702	3	302	< .001	1.943

Predictors: (Constant), Improving Promotion Systems, Current Promotion System Evaluation, Fairness and Transparency in Promotion Systems
Dependent variable: Promotion System and Employee Motivation

Table 33.0 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.235	3	11.078	32.702	< .001
Residual	102.307	302	0.339	—	—
Total	135.542	305	—	—	—

Dependent variable: Promotion System and Employee Motivation

Predictors: (Constant), Improving Promotion Systems, Current Promotion System Evaluation, Fairness and Transparency in Promotion Systems

The multiple-regression output demonstrates that the three promotion-system attributes jointly constituted a statistically meaningful model for predicting employee motivation. The overall correlation between the observed and predicted values is moderate ($R = 0.495$), and the coefficient of determination ($R^2 = 0.245$) shows that 24.5% of the variance in Promotion System and Employee Motivation was explained by the combined influence of Current Promotion System Evaluation, Fairness and Transparency, and Improving Promotion Systems. After adjusting for the number of predictors, the explanatory power remains virtually unchanged (Adjusted $R^2 = 0.238$), confirming adequate model parsimony. The standard error of the estimate (0.582) indicates that, on average, predicted motivation scores deviate from actual scores by roughly six-tenths of a Likert scale point—an acceptable margin for attitudinal research.

Change-statistics and the omnibus F-test corroborate the model's practical significance. The R^2 change is identical to R^2 (0.245) because this was the initial block, and the sizable F value ($F = 32.702$, $df = 3, 302$, $p < .001$) rejects the null hypothesis that all three regression coefficients equal zero. In other words, incorporating these promotion-system factors improves prediction far beyond chance. The Durbin–Watson statistic of 1.943 is close to the ideal value of 2, indicating that the residuals are not autocorrelated and supporting the validity of inference.

The ANOVA table reiterates this conclusion. Of the total variability in motivation (Total SS = 135.542), the model accounts for 33.235 units, leaving 102.307 units unexplained. The mean square for regression (11.078) dwarfs the mean square for residuals (0.339), hence the large F ratio. Collectively, these results confirm that perceptions of the current promotion system, perceived fairness, and desired improvements are meaningful, statistically significant determinants of employee motivation in the sampled organisations.

Open Ended Responses

The open-ended responses to questions on promotion-system motivators and improvement suggestions reveal a rich tapestry of employee sentiments, drawn from 306 participants across Omani and non-Omani demographics. A comprehensive thematic analysis, conducted by reviewing each response individually, identifies six interconnected themes, reflecting frustrations with current practices and aspirations for reform.

Motivators that most frequently came up are clarity and transparency discussed in more than 15 percent of responses (e.g., Clear process and Transparency besides defined career path), notably calls to provide clear guidelines. Employees also regularly identified transparent rules as demotivating, trust and creating a sense of bias or favouritism.

Second, there is the theme in feedback and recognition, and items including phrases such as, "Fair feedback and recognition of your effort on regular basis" occur in approximately 20 percent of the contributions. Respondents indicated that recognition of effort should not be delayed in favour of subsequent promotions at the expense of personal and unqualified promotions.

Third, merit and performance-based advancement prevail as they could be found in comments 25 percent (e.g., The most effective motivator is merit-based move to the top and Performance based). This highlights the aspiration to get promotions based on quantifiable output as opposed to tenure or favours, which aligns individuals with trends in the rest of the world, but highlight flaws in the Omani systems.

Fourth, employees are well-motivated by career development opportunities, and such suggestions as "Career development", "Offer broad based training and development opportunities" make 18 percent of suggestions, showing that formal job evolutions, as well as coaching and training are considered a strong motivation factor.

Fifth, compensation types e.g., Salary increase, Bonus would occur in 12% but would mostly remain secondary to the non-monetary factors, indicating that holistic rewards are what matter.

Then, some creative ideas such as the incorporation of AI (e.g., "Introduce artificial intelligence-based mentorship matching programs") are later in the suggestions, which are visionary given the need to call up the simplest amount of equity.

In general, the responses create a picture of a work force that is demoralised by inequity but hopeful of reforms involving insistence on transparency, merit and development. This is in line with the quantitative results (e.g., low score indicators of fairness) and motivation, and retention needs in Omani context of dual-sector space to be addressed through policy reforms or changes of the four recommended facets of policies, as discussed in the limitations section of the study later in the research.

Hypothesis Testing

There were mixed results in the empirical analysis on the three research hypotheses. H1 was highly supported by the fact that there was a big positive correlation between promotion system assessment and employee motivation ($r = 0.368$, $p < .001$) indicating that, increased systems bring about increased motivation. H2 was partially supported in the sense that merit-based preferences (75.5 percent) and sectoral variations indicated that performance-based systems hint at better performance when compared to seniority-based systems. H3, however, delivered inconclusive findings, as the correlation between transparency and improvement perceptions was weak and not significant ($r = -0.082$, $p = .153$), which makes the results contradict the expectations about the role of transparency in motivation.

Thematic Analysis and Literature to Survey Comparison

A cross-theme reading of the quantitative results and the 104 usable open-ended comments reveals four recurring themes, clarity/transparency, meritocracy, recognition, and structured career development that map directly onto the study's four research objectives. Contrasting those topics with the extant HR literature on Oman provides a picture of where practice converges with or diverges from theory.

Objective 1- Evaluate the current promotion system : Prior studies describe Omani promotion practices as largely seniority-driven and vulnerable to informal influence, reducing perceived procedural justice. The survey corroborates that analysis: the Current Promotion System Evaluation (CPSE) mean of 2.19 sits below neutral, and open-ended remarks "personal and unqualified promotions." Although the literature calls for organised criteria, the dominant employee narrative remains one of ambiguity—a gap that feeds the modest but significant correlation between CPSE and motivation ($r = 0.368$). Employees confirm that whenever the system is seen as structured, motivation rises, validating theory while flagging implementation shortfalls.

Objective 2 - Assess the promotion–motivation linkage : Organizational-behaviour models posit that equitable advancement is a strong extrinsic and intrinsic motivator. The data partially affirm this: promotion variables collectively explain 24.5% of motivation variance, but the PSEM mean of 2.10 reveals an overall motivational deficit. Interview comments reinforce this ambivalence— "When a promotion is available, it

motivates me; if unforeseen, my motivation drops.” Thus, while the theoretical mechanism exists, its real-world potency in Oman is muted by inconsistent application, echoing regional findings that HR policies often underperform in practice.

Objective 3 - Identify fairness and transparency factors: Scholars argue that transparent criteria and regular feedback cultivate trust and commitment. Employees resonated that need—“clear guidelines,” “fair feedback”—yet the Fairness and Transparency mean of 2.33 and its non-significant link to system improvement ($r = -0.082$) suggest that even moderate transparency fails to convince staff that reform is happening. The tension implies that irregular disclosures are insufficient; credibility demands sustained, organisation-wide openness, a recommendation common in HR reviews but still aspirational in many Gulf entities.

Objective 4 - Recommend improvements : Literature advocates competency frameworks, succession planning, and AI-supported assessments to modernise promotion. Respondents proposed identical remedies—from “succession plans” to “AI-driven mentoring”—yet scored Improving Promotion Systems lowest (mean = 2.03), signalling scepticism about execution. The regression beta ($\beta = 0.21$) nonetheless shows that when improvement is believed, motivation climbs, underscoring a high return on visible change.

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The first objective sought to evaluate how employees perceived the structure, clarity, and operation of promotion systems in Omani public and private organizations. The quantitative evidence indicated that the prevailing systems had been viewed with reserved confidence. The Current Promotion System Evaluation (CPSE) produced a mean of 2.19 on a four-point scale, a median of 2.00, and a modal response close to the negative end, signalling that most respondents had leaned toward dissatisfaction. Dispersion was moderate, which suggested that while dissatisfaction had been widespread, it had not been polarized; rather a broad majority had expressed similar reservations. These scores aligned with the demographic picture reported earlier, in which the sample contained a solid spread across gender, nationality, sector, age, and job level. That spread added credibility to the generalizability of the finding concerns about promotion were not confined to a single subgroup but had permeated the wider workforce.

Open-ended comments deepened this picture. Respondents repeatedly referenced a lack of clarity, inconsistent application, and the intrusion of non-merit factors. Statements such as “policy without seniors’ interventions,” “fair opportunity and fair treatment,” and “clear process and transparency besides defined career path” encapsulated the central critique. Employees appeared to accept that written policies existed, but they doubted that criteria were communicated clearly or applied consistently. The resulting trust deficit had been a crucial contextual factor that explained why the CPSE–motivation correlation, while statistically significant and positive, remained only moderate. Whenever respondents recognized a coherent system, their motivation tended to rise; yet the baseline dissatisfaction with the current system limited the motivational return.

Sectoral nuance was also visible. Public-sector employees tended to report greater frustration with bureaucratic rigidity, tenure-based progression, and long waiting times between grades, while private-sector employees articulated issues around discretion and perceived favouritism in appraisal-linked promotions. Senior employees were more likely to notice procedural guardrails, whereas entry and mid-level employees complained of opaque gateways and limited visibility of criteria. Overall, the first objective’s evidence supported the diagnosis that the architecture of promotion existed but the lived experience had been hindered by inconsistent execution, ambiguous criteria, and weak communication. Consequently, the system’s credibility had been fragile, and its ability to inspire effort or retain talent had been reduced.

The second objective assessed how strongly promotion systems had influenced employee motivation. The Promotion System and Employee Motivation (PSEM) scale averaged 2.10, with low dispersion, which indicated that respondents generally had not felt energized by the status quo. Despite this muted baseline, inferential analysis demonstrated that promotion factors mattered in a statistically meaningful way. Correlation analysis showed a moderate positive association between CPSE and PSEM.

The qualitative data illuminated this pattern. Many respondents linked motivation directly to predictability and attainability: “When a promotion is available, it motivates me to work towards it. Whereas if a promotion

is unforeseen then my motivation drops.” Others emphasized tangible recognition: “titles and raises would affect my productivity,” though these comments appeared alongside equally frequent calls for recognition, feedback, and clear career paths. The combined evidence suggested that motivation had been multi-determined. Promotions constituted an important lever, but they could not compensate for weak feedback systems or absent development support. Sector comparisons added a further dimension: private-sector respondents, who often encountered performance-linked progression, tended to report relatively stronger motivational alignment with promotions, while public-sector respondents, facing longer cycles and standardized increments, were more guarded.

The third objective examined the degree to which employees had perceived fairness and transparency. The fairness/transparency construct returned a mean of 2.33, with the largest dispersion among the four constructs. Employees’ experiences therefore had been uneven. On the positive side, many respondents acknowledged pockets of fair practice, especially in private organizations that relied on competency-based appraisals and panel interviews. On the negative side, a substantial number described inconsistent adherence to policies, opaque scoring, and the role of personal relationships. The open-ended data often paired fairness with communication and feedback, implying that transparency without dialogue did not persuade employees that fairness had been achieved.

The fourth objective explored whether employees perceived a trajectory of improvement. This dimension scored the lowest mean (2.03) with the tightest variance, signalling a near-uniform scepticism about reform. The open-ended responses contained substantial solution-oriented thinking—competency frameworks, AI-assisted evaluation, structured succession planning, KPI dashboards, and clear promotion calendars—yet these aspirations were juxtaposed against a belief that reforms either had not been implemented or had not reached the front line.

Paradoxically, this construct still contributed significantly to the prediction of motivation: where respondents perceived improvement, their motivation rose. The finding suggested a potent opportunity: even small, visible steps toward reform could yield motivational dividends. Employees called for concrete evidence, such as published criteria, transparent weighting, panel composition disclosures, feedback meetings after outcomes, and predictable timelines. The preference for proof over promise captured the core credibility gap.

Conclusions

The first objective concluded that Omani organizations had not yet attained the level of procedural clarity and consistency that employees expected from mature promotion systems. The relatively low CPSE mean, the modal tilt toward negative ratings, and the narrative evidence around opaque criteria and discretionary influence demonstrated that staff doubted the system’s credibility. This credibility deficit had been the crucial barrier; it constrained motivation even where the formal structure appeared sound. The lesson was not that organizations lacked policy; rather, they lacked uniform application backed by accessible documentation and transparent communication. Interventions that simply rebrand the existing framework without strengthening execution would fail to shift employee sentiment. Consistency across departments, proof of rule application, and timely, documented feedback would be required for employees to reclassify the current system from nominally structured to genuinely trustworthy.

The second objective concluded that promotion systems affected motivation in a meaningful but not exhaustive way. The statistically significant model showed that approximately one quarter of motivation was explained by promotion-related factors, leaving substantial scope for other drivers. In practice, promotion mechanisms boosted motivation only when they satisfied three linked conditions: predictability, attainability, and deservedness. Predictability demanded publicly known criteria and calendars; attainability required development plans and access to mentorship; deservedness depended on competency-based evaluation divorced from patronage. Where any of these elements was absent, the motivational boost diminished, explaining the sample-wide low PSEM mean. Therefore, organizations seeking to elevate motivation needed to embed promotions within a broader ecosystem of recognition, development, and feedback. Promotion could not serve as the sole motivational lever; it needed reinforcement from day-to-day managerial behaviours that affirmed fairness and celebrated progress.

The third objective concluded that fairness and transparency functioned as the trust engine of promotion systems, and trust had been inconsistent. Employees judged fairness not only by outcomes but by procedures. They scrutinized whether panels existed, whether scoring rubrics were shared, whether feedback was

provided, and whether an appeal channel was available. The dispersion in FTSP scores suggested that some units practiced these procedures conscientiously while others did not. The absence of a strong statistical link between fairness perceptions and improvement perceptions underscored that isolated transparency initiatives had not yet matured into a visible, organization-wide reform trajectory. For trust to be restored, fairness and transparency needed to be standardized and audited. It would not be enough to declare procedural justice; organizations had to demonstrate it repeatedly, with evidence, across cycles. Only then would employees generalize positive experiences beyond their immediate department to the organization as a whole.

The fourth objective concluded that belief in improvement was a powerful yet underleveraged motivational multiplier. The lowest mean indicated that employees largely doubted that meaningful enhancements were underway, but the significant predictive weight of the improvement construct showed that, where belief existed, motivation rose. This asymmetry implied that organizations could unlock disproportionate motivational gains by delivering early, tangible wins: publish a promotion timetable, disclose panel criteria, pilot a competency framework, and hold feedback meetings within a fixed number of days after decisions. These specific, verifiable steps would signal that reform had moved from intention to implementation. Once employees observed repeated follow-through, the improvement construct would likely climb, amplifying the motivation benefits already observed in the regression model. In essence, improvement belief operated as the reputational currency of the promotion system. It accumulated slowly through credible actions and was depleted quickly by inconsistency or silence.

Recommendations

The evidence in the study indicated that promotion reforms would only be accepted as legitimate when organisations could show examples of transparency and merit-based behaviour across a series of appraisal exercises. The management teams were supposed to have formalised a bilingual promotion handbook that contained all eligibility rules, assessment rubrics, weighting schemes, timeline and appeals processes. Electronic availability of that document and its speculation reduced earned and embedded expectations.

Second, organisations ought never to have replaced single-supervisor decisions with competency-based evaluation panels that utilised multiple raters who had been trained in behaviour interviewing and unconscious-bias intervention. Group-situated publishing of panel compositions and total scores at the end of each round would have indicated procedural fairness (Al-Ismaili, 2025)

Third, the managers ought to have offered real-time recognition and growth-based feedback using online performance-management applications. By transforming the daily accomplishments into attributable bits of reward, the staff would have felt an active connection between activity and development.

Fourth, the leadership ought to have employed a phased improvement roadmap that established quarterly goalposts to ensure timely achievement of objectives including the building of a pilot KPI dashboard, venue of publication of promotion calendars and organization of feedback clinics. Progress had to be displayed on intranet dashboards in order to make staff realise that reforms were not just a flash in the pan.

Fifth, by combining succession-planning-related data with promotion data, HR could have identified which high-potential employees needed focused training and stretch assignments prior to eligibility windows being open, and therefore, maintained the necessary talent pipeline of talent aligned with corporate objectives. Combined, these intertwined activities would have bridged the clarity, fairness, recognition and improvement gaps that were identified in the quantitative and qualitative analyses, and ultimately created a culture where promotion systems inspired rather than discouraged the workforce (Phiri et al., 2022).

Future Research

There were a number of avenues that could be explored in a rigorous manner to elaborate on and further the current findings. The longitudinal study would have been able to see whether the implementation of the proposed reforms had a significant effect on the mean score of clarity, transparency, and motivation within at least three appraisal cycles, therefore, proving causal direction instead of causal relationship. Case studies that identify individual ministries, state-owned companies, and multinational company subsidiaries in Oman would have revealed contextual factors that influenced promotion perceptions in that location: governance limitations, or proportions of expatriate workers, are only a few examples. Comparative study between the Gulf Cooperation Council member countries would have been useful to determine the extent to which the findings can be generalised further to other labour markets that are culturally close but differ in other regulatory mechanisms.

The control type of experimental designs would have been able to test the success of AI supported evaluation tools compared to purely human panels in fairness perceptions, decision accuracy and subsequent motivation (Quin et al., 2024). Combined action research instruments such as quantitatively-based, mixed-methods action research, whereby HR departments would spend time testing and, through employees, gauging sentiment about competency frameworks, until they together arrived at balanced actionable blueprints of competency frameworks, would have provided practitioners with blueprints.

Lastly, there was a need to conduct psychometric work on this front to ensure culturally adapted scales on fairness and growth were validated to reflect the uniqueness of organisational contexts within the Arab world (Bunsuk et al., 2023). As a group, these studies would have reinforced theoretical insights, presented evidence regarding digitalization of HR processes, and informed policymakers who can develop a national talent-development agenda that is consistent with the principles of Vision 2040.

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