

Examining Promotion as a Key Motivational Factor: A Case Study of Tlokweng Land Board

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ABSTRACT: Promotions are essential for both the success of an organisation and the advancement of its employees. This study examines promotion trends, the reasons for promotions, and their effects on employee morale using data from a research study conducted among land-board employees. 42 employees responded to the questionnaire, and the results showed that 38.1% of them had never received a promotion. Good performance (38.1%) is the most frequent reason for promotion, followed by length of service (14.3%) and qualifications (4.8%). With 97.6% of respondents expressing a favourable impact, the study emphasises the strong beneficial impact of promotions on the land employee morale. On the contrary, a clear promotion policy is thought to be absent because 42.9% of employees do not think that the human resources promotes fairly or transparently. These results point to the need for fair promotion opportunities, increased transparency in the land board promotion procedures, and improved policy communication. Land board and other employers may use these insights to improve employee motivation, job satisfaction, and promotion policies, all of which will help the organisation succeed as a whole.

Keywords - Employees, Land board, Motivation, Performance, Promotion

1. INTRODUCTION

One of the many fundamental elements of organisational development and employee engagement is promotion. It is crucial for setting career goals and improving personal performance. In the context of the Tlokweng Land Board, where effective land management and administration are of the utmost significance, understanding the effects of promotion as a motivator is absolutely necessary. This study's goal is to investigate how the Tlokweng Land Board's employees are motivated by promotions and any potential ramifications for organisational success.

An organisation in charge of allocating, running, and managing tribal land in Botswana is known as land board [1]. This paper's study focus is Tlokweng Land Board. To meet the sustainable development goals like "life on land" and the Botswana vision 2036 pillars like the "sustainable environment" land management organisations similar to Tlokweng Land Board must build a highly motivated team that is driven to excel in their positions as an organisation charged with such crucial duties. In this setting, promotion serves as a means of rewarding and recognising personnel for their accomplishments, encouraging a sense of accomplishment and career advancement.

Taking a look into multiple factors is necessary to comprehend how promotions affect employee motivation within the Tlokweng Land Board. First and foremost, it's critical to investigate the standards and procedures used by the organisation to determine promotions. Investigating factors that affect promotion decisions entails looking into things like performance reviews, period of employment and qualifications. A promotion system's perceived openness, fairness, and objectivity must also be evaluated in order to fully comprehend how it affects employee motivation.

The behavioural and psychological impacts of promotion as a motivator are also examined in this study. In order to increase job happiness, engagement, and commitment to organisational goals, it will be examined how the possibility of development might instil in employees a sense of ambition and drive. We'll also consider any potential impacts on employee performance, productivity, and the overall workplace.

The investigation will also shed light on potential problems and limitations with the Tlokweng Land Board's promotion process. It is possible to increase the effectiveness and fairness of the promotion process by identifying any disparities, biases, or inefficiencies. By addressing these issues, the Tlokweng Land Board may encourage a more fair and interesting workplace, which in turn helps to improve organisational outcomes.

Supplying a complete examination of promotion as a key driver of motivation inside the Tlokweng Land Board. By examining the promotion criteria, processes, psychological implications, and potential issues, this study hopes to shed light on the relationship between employee motivation and organisational performance. Understanding the consequences of promotions will help the Tlokweng Land Board make informed decisions and implement policies that will encourage a highly motivated and engaged staff.

2. LITERATURE REVIEW

According to [2], promotion is "the act of moving a person up the organisational structure, typically resulting in an increase in responsibility and status and a better remuneration package." Promotion is an important part of every company because almost every employee gets one at some point. Many workers aspire to early promotion, and they put forth significant effort to realise this goal. Because it encourages employees to create more, which boosts sales and profits for shareholders, promotion is a crucial part of human management [3]. There are two frequently used and interconnected methods for staff advancement. Seniority-based promotions are different from promotions based on competence or merit. Promotions are made based on seniority, merit, or skill. The duration or length of service is used as the foundation for promotions in seniority-based promotions. Qualifications, traits, experience, and other factors are utilised as the foundation for promotions in the merit-based system.

Promotion is recognised as a key element influencing employee motivation and performance in firms all around the world. Research has been done overseas on the complexity of promotion and how it affects employee engagement, job happiness, and organisational performance. This review of the literature aims to provide a comprehensive analysis of the role of promotion as a motivational factor and focuses on studies conducted in African contexts. Studies conducted all across the world continue to demonstrate how crucial promotions are to increasing employee engagement. According to [4] research on the impact of motivation on journalists' productivity, promotion had a substantial impact on the motivation levels of journalists. The acknowledgement of monetary gain, personal growth, and recognition as the driving forces highlighted the significance of promotion as a means of accomplishing these goals.

Journalism among other fields has conducted substantial research on the subject of promotion as a motivating force. Building on [4] research, which looked at the effect of motivation on journalists' productivity, it is clear that promotion has a big impact on how motivated journalists are and how well they perform as a result. The results of [4]'s study show that a variety of things, including monetary gain, personal development, and recognition for one's work, can motivate journalists. While the possibility of job progression and the advantages that come with it may inspire some journalists, others may find fulfilment in being recognised for

their accomplishments and having the chance to be the best at what they do. As a result, it follows that a clear-cut and efficient promotion structure inside media organisations can be a potent weapon for raising journalistic motivation levels and thus raising their overall performance.

Additionally, the lack of timely promotions can make journalists frustrated and disheartened. Employee morale and dedication can suffer when they put in a lot of time and effort for a company but don't have the right possibilities for career progression. Such unhappiness may not only affect how each employee feels about their jobs, but it may also have wider effects on the organisation as a whole, resulting in poorer productivity and more turnover. According to [3] observations, organisations must have a well defined promotional campaign in their human management plan. An organisation's total incentive campaign may benefit greatly from a well-thought-out promotion scheme. Organisations can encourage their workers to perform better by presenting them with opportunities for professional advancement and upward mobility, which will boost profits and improve organisational results.

Beyond journalism, it has been seen that promotions affect employees' motivation and subsequent performance. The relationship between organisational commitment, employee motivation, and promotion opportunities in the manufacturing business was studied by [5]. Their findings demonstrated that the possibility of promotion positively impacted employee motivation and fostered a sense of loyalty towards the business, increasing performance outcomes. While research from around the globe has offered helpful insights, attention must be given to African studies in order to fully grasp the distinctive dynamics that exist in the African context. In Africa, where cultural, economic, and social factors regularly diverge, it is more important to look at the role of promotion as a motivational factor. A study conducted in Nigeria by [3] emphasised the need of having a clearly defined promotional programme in businesses to motivate employees and increase sales. The study made a point of highlighting the significance of promotion systems and policies as essential components of incentive schemes inside African organisations.

Additionally, the 2023 study by [6] examined how promotions affected employee performance at Jember University in an Indonesia context. Their findings demonstrated that promotion opportunities had a significant impact on employee motivation, which therefore improved performance outcomes. Additionally, the study stressed the value of fair and transparent promotion processes, lending credence to a larger body of literature that highlights the importance of fairness and objectivity in promotion systems. Despite the fact that the body of research on promotion as a motivating factor in developing countries contexts is still at grass roots level, these studies demonstrate the relevance and value of promotion in improving employee motivation and organisational outcomes within the developing countries environment.

In a nutshell, this literature review has studied the function of promotion as a motivating factor by looking at research from all over the world and concentrating on African contexts. The study found that across a variety of industries, promotions have an impact on employee engagement, motivation, and work satisfaction. Studies carried performed in Africa show how important transparent and fair promotion procedures are for increasing performance and motivation. By taking into account these global and African viewpoints, organisations may learn a lot about the significance of promotion as a crucial component in motivating workers and fostering organisational performance in a range of situations.

3. METHODOLOGY

To acquire a thorough grasp of how promotions function as a motivating element, the approach of this study involved looking at a wide spectrum of prior research. The Tlokwen Land Board then conducted a survey utilising a semi-structured questionnaire to collect initial data. To ensure a representative sample, the participants were chosen from diverse departments and job levels. With the use of statistical tools like SPSS, the obtained data underwent thorough quantitative and qualitative analysis in order to find trends and learn important details about how employees perceive and experience promotions' effects on motivation and output. Although the study admits its possible drawbacks, such as its small sample size and low generalizability, the results help us understand the importance of promotions in promoting employee success and engagement in organisational settings.

4. RESULTS

4.1 NUMBER OF PROMOTIONS

Table 1: Responses to question “How many times have you been promoted”

Response	Frequency	Percentage	Cumulative Frequency
Never	16	38.1%	38.1%
1-2 times	15	35.7%	73.8%
3-4 times	10	23.8%	97.6%
More than 5 times	1	2.4%	100%
Total	42	100%	

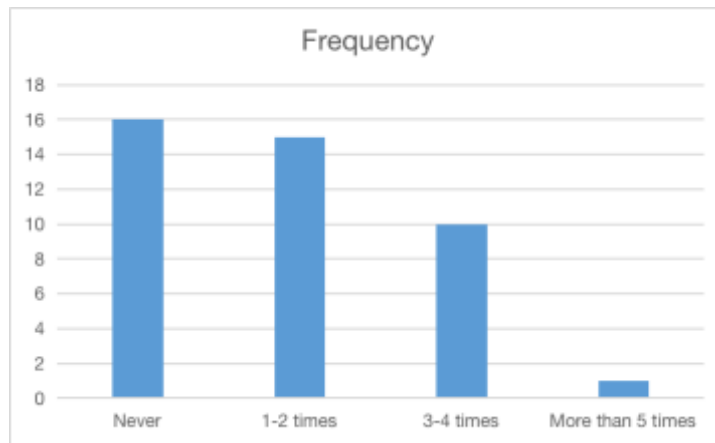


Figure 1: Responses to question “How many times have you been promoted?”

According to the findings, 16 (38.1%) of the 42 land board employees who took part in the research have never received a promotion. There is 10 (23.8%) have received promotions three to four times, while 15 (35.7%) have received 1 to 2 promotions. Only one (2.4%) employee claimed to have received five promotions. We can observe from the cumulative frequency column that 38.1% of the polled employees have never received a promotion, while the remaining 61.9% have received at least one promotion. This information suggests that a sizable segment of the workforce has never received a promotion.

4.2 BASIS FOR PROMOTION

Table 2: Responses to question “What are the basis for promotion?”

Response	Frequency	Percentage	Cumulative Frequency
Good performance	16	38.1%	38.1%
Period of service	6	14.3%	52.4%
After training	1	2.4%	54.8%
Blank	14	33.3%	88.1%

Application	2	4.8%	92.9%
Seniority in rank	1	2.4%	95.2%
Qualification	2	4.8%	100%
Total	42	100%	

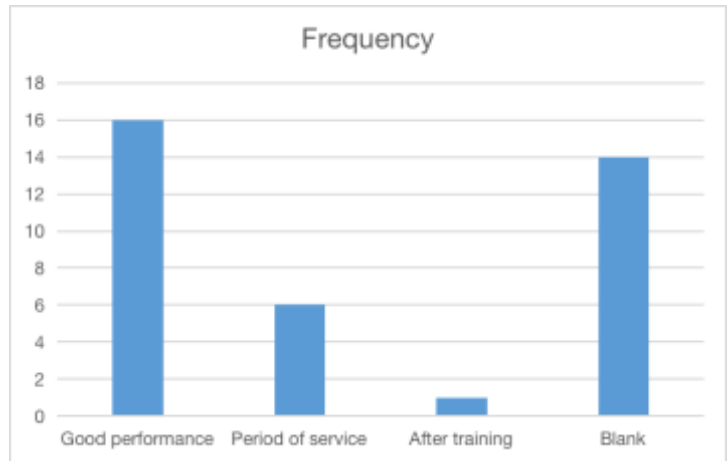


Figure 2: Responses to question "What are the basis for promotion?"

According to the findings on fig 2 and Table 2, 16 (38.1%) of the 42 land board employees who took part in the research were promoted as a result of their strong performance. 6 (14.3%) people received promotions based on length of service, while 1 (2.4%) received a promotion following training. One employee (2.4%) was promoted based on rank seniority, while two (4.8%) were elevated based on their application. 2 (4.8%) workers received promotions as a result of their qualifications. 14 (33.3%) of the responses were unanswered.

Only 54.8% of the employees who were surveyed responded to the question, while the remaining 45.2% did not, as seen in the cumulative frequency column. These findings suggest that good performance, followed by tenure and credentials, is the most typical foundation for promotion in the land board. Given the sizeable percentage of blank responses, it is possible that some employees are unaware of the standards used to determine promotions or are hesitant to disclose this information.

4.3 Promotion versus Morale

Table 3: Responses to question "Does promotion affect morale?"

Response	Frequency	Percentage	Cumulative Frequency
Yes	41	97.6%	97.6%
No	1	2.4%	100%
Total	42	100%	

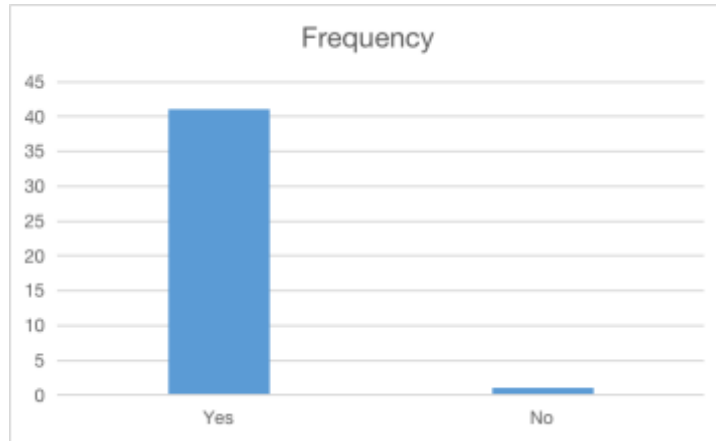


Figure 3: Responses to question “Does promotion affect morale?”

According to Fig. 3, 41 employees (97.6%) think promotions affect their morale, whereas only one employee (2.4%), said they had no effect. We can see from the cumulative frequency column that the vast majority of the employees who responded to the survey think that promotions affect their morale. These findings indicate that promotions appear to have a major effect on staff morale within the company. This shows that raising employee motivation and work satisfaction may require the use of promotions.

4.4 Promotion policy

Table 4: Responses to question “Is there a clear promotion policy?”

Response	Frequency	Percentage	Cumulative Frequency
Yes	22	52.4%	52.4%
No	18	42.9%	95.2%
Not sure	2	4.8%	100%
Total	42	100%	

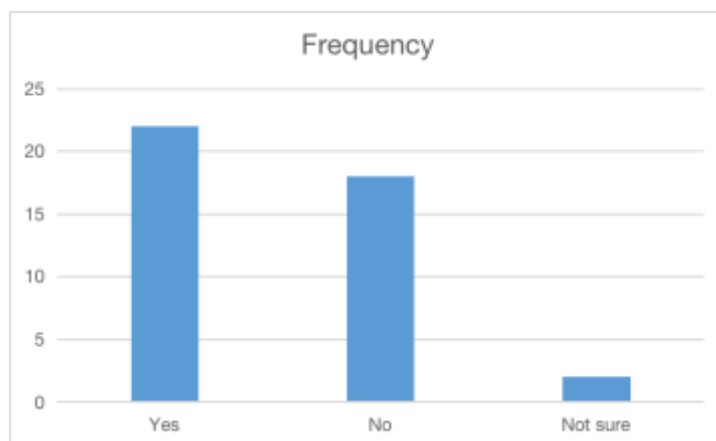


Figure 4: Responses to question “Is there a clear promotion policy?”

According to the statistics in figure 4 and table 4, out of the 42 land board employees who took part in the research, 22 (52.4%) said they believed the organisation had a clear promotion policy, while 18 (42.9%) said

there wasn't one. Two (4.8%) workers expressed uncertainty. The cumulative frequency column reveals that the majority of the employees polled do not think the company has a clear promotion policy. This information suggests that there may be some misunderstanding or unhappiness among employees regarding the organization's promotion procedure and policy. This shows that there might be a chance to enhance the promotion process's transparency and communication, which could help to boost worker motivation and job satisfaction.

5. DISCUSSION

Promotions are crucial because they recognise employees for their efforts, motivate them, and boost overall job satisfaction. Organisations must have a complete awareness of the trends, contributing causes, and consequences of promotions on employee morale in order to establish effective promotion strategies. This study analyses the data from a research study conducted among 42 Tlokweng land board employees in order to provide insight into the promotion experiences, foundation, and perceived impact on morale.

Trends in Promotions: According to this study, 38.1% of workers have never been promoted. This information suggests that many employees have not advanced in their careers, which raises concerns about how promotions are handled inside the organisation. The fact that only 2.4% of employees reported having earned five promotions shows that there aren't many opportunities for advancement.

Basis for Promotion: The standards by which employees of the Tlokweng Land Board are promoted. According to the study, 38.1% of workers claim that their performance was what caused them to receive a promotion, proving that this is the most common explanation for promotions. Longevity of service (14.3%) and qualifications (4.8%) were also mentioned as influencing factors in promotions. Indicating that respondents were unsure of or uncomfortable with disclosing the grounds of promotion, a sizable fraction of replies (33.3%) were left blank.

Impact on employee morale: These findings demonstrate that promotions have a considerable negative effect on staff morale. The vast majority of respondents to the survey (97.6%) claimed that promotions had a favourable effect on employee morale. This finding indicates that employee motivation is increased and job satisfaction is increased by promotions. Only a very small percentage (2.4%) of respondents said there had been no impact, demonstrating how crucial promotions are to overall employee wellbeing.

Transparency in promotion policies: A transparent promotion process is essential for fostering employee trust, understanding, and satisfaction. The research reveals that the majority of land board staff (42.9%) do not, however, think that the organisation has a clear promotion programme. This research underscores the likelihood that staff workers misunderstand and are unhappy with the promotion process and rules. By increasing communication and promoting transparency around promotion processes, employers can boost employee enthusiasm and job satisfaction.

Analysing employee data from the land board provides crucial insights into the patterns, reasons, and impacts of promotions on organisational morale. The data show that a sizable proportion of employees have never been promoted, which emphasises the need for equitable promotion opportunities. Performance appears to be the primary factor determining promotion, with service and qualifications following in second and third. The overwhelming positive impact promotions have on employee morale stresses their value as motivational tools. Addressing problems like the lack of a clear promotion policy and communication breakdowns is crucial to increase employee satisfaction and organisational effectiveness. Enhancing openness, resolving employee promotion-related concerns, and establishing ethical techniques for promotions should be the focus of further research and organisational initiatives.

6. CONCLUSION

The results of the study provide crucial new insights into the trends, causes, and impacts of promotions on employee morale inside the land board organisation. The findings point to several noteworthy elements that require the management and human resources departments' attention. First of all, a sizable percentage of the workforce had never been promoted, indicating that there might not be many opportunities for career advancement. This calls for a review of the organization's hiring and promotion practises to ensure that each employee has an equal chance at advancement.

Solid performance appeared as the most frequent determinant in promotions, followed by service and certification. These findings emphasise the importance of recognising and recognising employees' efforts and abilities. However, the significant number of blank responses suggests that some employees may not be aware of the criteria used to select promotions or may feel awkward disclosing this information. Organisations should strive to be open and explicit about their promotion criteria in order to develop fairness and employee trust.

Additionally, this study demonstrates that promotions significantly boost employee morale. The majority of employees believe that getting promoted significantly affects their motivation and job satisfaction. This highlights the importance of promotions as tools for increasing employee engagement and general wellbeing. Organisations should consciously employ promotions to attract and retain talent.

However, the data also suggest that the organization's promotion practises and policies are not transparent. A sizable majority of workers do not think that the promotion process is transparent, which could lead to confusion or displeasure. To solve this issue, organisations should work to improve communication and openness during the hiring process. Clear expectations and channels for feedback and complaints can increase employee contentment.

The results of this study emphasise the significance of promoting people based on their performance, service, and qualifications. It also emphasises how crucial promotions are in influencing employee satisfaction and morale. By ensuring equitable promotion chances, keeping promotion policies explicit, and promoting open communication, organisations can create a climate that supports employee enthusiasm, engagement, and ultimately organisational success.

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