



## **Promotion and Employee Motivation among National Government Administrative Officers in Makueni County, Kenya**

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### **ABSTRACT**

Employee motivation rises in response to requirements fulfilled, and increased productivity is a prerequisite for enhanced company performance. However, Makueni County has been facing serious problems that are preventing workers from being as productive as they could be. These problems include absence of training, shortage of qualified public servants, skill disparity, dissatisfied workers, a lack of candor in promotions, and more. Therefore, this study sought to establish effects of promotion on employee motivation. The study was anchored the Herzberg two-factor theory. A descriptive study design was employed, targeting 401 administrative officers of National Government based in Makueni County but were sampled using both stratified and purposive sampling to identify the 120 respondents. Primary data were obtained using structured close-ended questionnaires whose validity and reliability was piloted and tested using 12 respondents from the neighbouring Machakos County. Both descriptive and inferential statistics were used to analyse the data with the help of Statistical Package for Social Scientists (SPSS). The results revealed promotions are identified as a strong motivator, with high mean scores and a significant positive correlation and effect on motivation. The study concluded that promotion should be regular and when deserving and should be administered without favour or fear so as to enhance the motivation of the administration officers. The policies on promotion should be relooked at so as to streamline any real or perceived discrepancies or delays that may occur in the process of promotions.

*Keywords: Promotion, Employee Motivation, Makueni County, Kenya*

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### **Background to the Study**

The attitudes and values that motivate people to accomplish particular tasks in line with their personal objectives are known as motivational factors (Rukhayati, 2019). One of the methods a superior might use to motivate subordinates to collaborate effectively and wisely in accordance with expectations is motivation. Motivating staff members can aid managers in comprehending their job ethics (Setyawati, Woelandari & Rianto, 2022). Depending on the unique perspective of each employee, managers can encourage their staff in a variety of methods. Due to the fact that many subordinates are driven to work after receiving motivation from their superiors, subordinates must be motivated. However, managers' efforts to foster inspiration, zeal, and as well as motivation for others, employees in this instance, enables them to perform in a certain way (Sulila, 2019).

Employees who are sufficiently motivated will exhibit an increasingly positive work ethic (Tamarunday, Mananueke & Pandowa, 2019). Motivation is the process of persuading someone or oneself to do something. Human resources must have appropriate support in order to be motivated to meet organizational goals (Belran-Martin, Roca-Puig & Bou-Llousar, 2019). To do this, they must be compensated with promotions that will satisfy workers as well as opportunities for career developments and advancements. Moreover, an individual's motivation to work cannot be divorced from the attainment of high-quality human resources. Positive motivation is necessary to reach the quality itself (Ratnasari, Sutjahjo & Adam, 2019).

In America, according to data, Americans are less driven to work in 2023 than in 2022. There has been a decline in American workers' motivation as employee engagement has reached its lowest point in almost a year; therefore, the majority of them have not been more deeply involved in their work, which will lower productivity (Tanzi, 2023). In the United Kingdom, on a daily basis, more than half of UK workers report feeling passionate about their work, one in three reports feeling "full of energy," and more than half report being eager to put in more effort than is necessary (Paul, 2023). Professionals in the UK admitted that 56% of them are not happy in their current positions. Due to lack of job advancement, inadequate communication, lack of recognition, and poor work-life balance, many of them were devoid of motivation (Summerton, 2022).

In China, good pay was deemed by Chinese workers to be the most essential factor in motivating them, followed by favourable working conditions and the boss's and the company's personal loyalty (Fischer & Yuan, 2021). Being involved in things was not significant at all, and an interesting job was comparatively inconsequential, especially to older people. Training, career prospects, incentives, awards, and recognition were the main sources of motivation for employees (Donnelly, 2023). In Japan, working as a team on tasks and receiving rewards as a team inspired employee in Japan by making

them feel like they belonged (Kopp, 2022). In India, fair market-competitive pay is the most significant aspect in India for motivating workers; this is their primary objective, followed by excellent co-workers, steady management, and unambiguous guidance (Ani, 2019).

In Nigeria, group cohesion, acknowledgment, involvement in issues impacting their career and future, and an employment design that offered a range of activities were factors that motivated worker (Opara, 2021). In Ghana, the benefits of employee motivation for firms include increased productivity, higher-quality work, survival and growth, employee contentment, job satisfaction, employee loyalty, and a better-looking company image (Tuffour, 2019). In Uganda, motivating elements like a healthy work-life balance, peer pressure, and a supportive supervisor were known to inspire employees in Uganda (Baguma, 2021). In Kenya, according to Duru *et al.* (2022) in Kenya, promotions, pay raises, benefits, prompt payments, and chances to make decisions all serve to inspire employees. Conversely, slow and opaque hiring practices, inadequate training, particularly with regard to job rotation, and a dearth of performance rewards and incentives detract from their motivation.

Employee motivation is a psychological condition that propels, stimulates, or encourages an employee's conduct, mindsets, and acts toward the attainment of objectives (Siagan, 2020). These objectives can be either organizational or personal for each member. Motivation is the ability that enables someone to act in a way that advances specific goals (Paais & Pattiruhu, 2020). Performance efficiency may also result from a variety of methods for career advancement prospects and motivating elements (Yang & Wong, 2020). In order to inspire their staff, many companies offer business communications training to their workers through psychological counselling, dramatized role-playing games, business simulations, focus groups, and state-of-the-art instructional techniques (Ganiyeva & Pfeifer, 2020). Employee motivation will be measured in the study in terms of recognition, compensation and feedback sessions.

Promotion is the advancement of a worker to the following job and organizational level, or designation. The employee will eventually achieve a position of greater responsibility, greater tasks, higher wages, and further privileges owing to the progressive development within the organizational structure (Washington, 2023). According to Muhlis and Rachmatulaily (2019), promotions are the greatest source of motivation for staff members, as they encourage healthy competition. In addition to a pay raise, this is a powerful motivator. Employees are encouraged to enhance their performance and establish job stability within the organization by receiving promotions (Narparti, 2019).

Makueni County's National Government Administrative Officers are in charge of developing policies, laws, business financing, and research in a variety of fields, including education and agriculture (ROK, 2018). The working environment and the National Government Administrative Officers' interactions with the public have a significant impact on their motivation for their jobs in Makueni County. Effectively providing citizens with government services is the responsibility of the administrative officers. Administrative officers of the national government of Makueni County carry out government directives and programs. Their motivation to perform well is impacted by the policies, procedures, culture, resources, interpersonal interactions, career prospects and physical surroundings of their places of employment (ROK, 2018).

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## Statement of the Problem

Employee motivation increases when requirements are met, and greater efficiency is a requirement for improved company performance (Kilundo & Kembu, 2022). Despite several research examining relationships between career advancements and employee motivation, achieving optimal performances in public sector service remains challenging (Muema, 2022). Numerous public-sector organizations have fallen short of their responsibility to increase employee motivation in order to increase public service delivery (Gitonga, 2018). Promotion improves an employee's standing and is an outward indication of the employer's regard for them as well as a strong motivator. This suggests that when workers improve their performance, they typically look forward to being promoted. However, this is not typically the case in the public sector because of the underlying policies that are typically established by the government (Ogeto & Simiyu, 2019 and Waihenya, 2019).

Makueni County government administration faces difficulties that call for creative solutions in order to provide its citizens with services, including high-quality human resources (Kilundo & Kembu, 2022). Although the 2010 Kenyan Constitution opened up new reform opportunities for more accountable, equitable, responsive, and efficient local service delivery, the degree to which Makueni County can truly transform as a result of these efforts will primarily depend on the calibre and ability of the human capital assigned to different roles. Makueni County has been dealing with significant issues that are impeding employee productivity, according to research Mwinzi (2019). These issues include lack of training, an insufficient quantity of trained public workers and skill imbalance, disgruntled personnel, a lack of transparency in promotions as well as inadequate deficiency in human resource development. Hence, this study seeks to establish effects of career progression prospects and employee motivation among National Government Administrative officers in Makueni County, Kenya.

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## Justification and Significance

The study will examine how career progression prospects affect employee motivation among National Government Administrative officers in Makueni County, Kenya. The Makueni County Government has been utilizing career growth opportunities to gauge the motivation of county department staff members. Employee motivation is a major factor in determining performance, as yearly performance reports have shown. One important factor influencing employee motivation is career development, as the yearly performance reports have shown. The study variables have been chosen because they fall into the career development categories that the Makueni County Government offers to the employees of National Government Administrative officers of the County Government of Makueni, Kenya.

The study was conducted in Makueni County, as it is one of the counties that has previously garnered attention for its issues with management and administration. Additionally, Makueni County has been dealing with significant issues that are depressing worker morale, such as disgruntled employees, unclear promotions, inequity, and low staffing levels, among other things. A study on how career progression prospects influence employee motivation in public sectors would specifically address problems faced by employees and present trends for resolving issues related to them in Kenya. Data from counties need to be examined to verify and broaden the current knowledge regarding the working conditions of Kenyan public servants. To accomplish this, a county is to be chosen for data collection. The study's foundation is Makueni County, which will serve as a proxy for Kenya's other 47 counties. Thus, this study provides information on career progression prospects to challenges at public sectors based on employee motivation.

The study is valuable to the management and policy makers of Makueni County in developing policies and remedial actions targeted at implementing career progression prospects to boost employee motivation thereby increasing productivity. The government of Makueni County will benefit from study's findings as it develops policies aimed at improving public sector performances. All stakeholders will benefit from better service delivery as a result of the findings. This is done by providing tactics to help integrate career advancement services.

The study is beneficial to managers and supervisors to recognize career development issues early on and fix them before they have negative impacts. National investigation on impacts of career progression prospects on worker performances across board in public sector may build upon the findings of this study. Organizations can use findings to assist in strengthening their leadership.

The study will be significant to academicians and researchers as foundation for upcoming studies on effects of opportunities for career advancements on employee motivation in public sectors. The study will contribute to understanding of how county governments' administrative departments employ opportunities for career progression. It will therefore offer more profound comprehension of research issue.

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## Employee Motivation

Effects of employee motivation in Indian organizations were assessed by Jain, Gupta, and Bindal (2019). Using descriptive methodology, the study concentrated on one hundred (100) employees of Mind Science India Pvt. Limited. Extrinsic and intrinsic motivation, as well as positive and negative motivation, was taken into account. There were structured interviews conducted. Utilized were theories of Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, and McGregor's X and Y Theory. To analyze collected data, descriptive statistics were employed. Results showed that organizational performances were greatly enhanced by employee motivation. This study, conducted in India, made use of McGregor's X and Y theory, Expectancy theory, Herzberg's Two-factor theory, and Maslow's Hierarchy of Needs theory. Organization justice, role and Herzberg's two-factor theories will be applied in this study, which will be conducted in Kenya.

Impacts of employee motivation on job performances were evaluated by Forson, Ofosu-Dwamena, Opoku, and Adjavon (2021). Sample of 254 teachers representing 159 questionnaires were selected from a population of 678 in Effutu Municipality of Ghana using quantitative methodology. Descriptive method of design was employed. Self-determination theory was utilized, focusing on justifications put out under regulated and self-motivated elements. The study found that performance management system, job design and atmosphere, and remuneration package were important factors in determining teachers' motivation in the municipality. It made these discoveries using multiple regression and ANOVA. Regressing these motivational components at both aggregated and deconstructed levels revealed that they were significant predictors of performance. Findings revealed that employee motivation significantly influenced performance of employee in Ghana. The aforementioned study was done in Ghana and focused on utilizing self-determination theory while the recent study will be done in Kenya and will focus on utilizing organization justice, role and Herzberg's two-factor theories.

Engidaw (2021) assessed effects of motivation on employee engagement in public sectors in Ethiopia. An explanatory survey research method was employed with quantitative and qualitative study survey. Primary and secondary sources of data were utilized in the investigation. Four city administrative office personnel, comprising all kebeles office employees, were targeted for the demographic. A total of 349 questionnaires were completed and gathered from these employees as a sample size. Proportionately stratified with simple random sampling was employed in the study in order to gather pertinent data and provide every employee with an equal opportunity. ANOVA test, multiple regression analyses, and SPSS were applied. The study's conclusions showed that extrinsic motivation was valued higher than intrinsic motivation and that there was substantial positive correlation between extrinsic and intrinsic drive and employee engagement. The previous study utilized explanatory design and primary and secondary data while the recent study will utilize descriptive research design and primary data alone

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## Promotion and Employee Motivation

Impacts of promotion on employee motivation in Indian insurance sector were examined by Barnerjee (2020). Ninety workers from various insurance-related industries served as study's subjects. Descriptive research method was employed. The study applied Vroom's expectancy theory. Primary data was collected through utilization of questionnaires. Subjects were given questionnaires one at a time, and their answers were appropriately documented. Version 19 of SPSS was used to analyse the information. Results showed that an employee's motivation level and number of promotions they have received are significantly correlated. The current study will be conducted in Kenya with an emphasis on National Government Administrative Officers in Makueni County, whereas the previously mentioned study was conducted in India and concentrated on insurance sectors.

Lestari, Rijal, Prameswari, Tjahyanto, and Budiman (2023) evaluated how employee career development in Indonesia was impacted by promotions. To collect thorough data, the study employed mixed-methods research approach that included both quantitative surveys and qualitative interviews.

Qualitative analysis demonstrated value of empowering and encouraging leadership behaviours as well as effects that particular training programs have on professional development of employees. Combination of quantitative and qualitative data led to an in-depth comprehension of variables affecting employees' career development in newly established businesses. Results of quantitative analysis showed positive relationships between perceived training and skill acquisition program efficiency, as well as beneficial associations between promotion opportunities and employee career advancement. Previous research was conducted in Indonesia using mixed methodology, while most recent research will be conducted in Kenya using descriptive methodology.

Duru, Eze, Yusuf, Iyaji, Abubakar, and Saleh (2023) looked into relationships between employee performances and promotion at University of Abuja in Nigeria. Descriptive approach to research was adopted for the study. The study applied the equity theory. Data was analyzed using descriptive statistics and multiple regression methodology. 337 University of Abuja employees completed structured questionnaires, from which data was obtained. Results showed that employees' performances at University of Abuja were positively impacted by university's fair and equitable promotion policy, career development opportunities, and promotional opportunities. In contrast to the current study, which will be conducted in Kenya with an emphasis on National Government Administrative officers in Makueni County, the previous study was conducted in Nigeria and targeted a university.

Williams and Matoka (2023) investigated how Tanzanian police officers' job satisfaction was affected by promotion. The case investigation's approach was descriptive, and methodology was quantitative. The study applied Herzberg's two-factor theory. A total of 500 police officers who work at Arusha Central provided 194 samples for the study. The method employed was simple random sampling. Utilizing structured questionnaires, data from a drop-and-collect method was collected. Descriptive statistics and linear regression were applied to analyze data. The study found that there exist statistically significant positive correlations between promotions and law enforcement personnel's job satisfaction. The previous study was conducted in Tanzania employing linear regression analysis, whereas the new study will be conducted in Kenya utilizing multiple regression analysis

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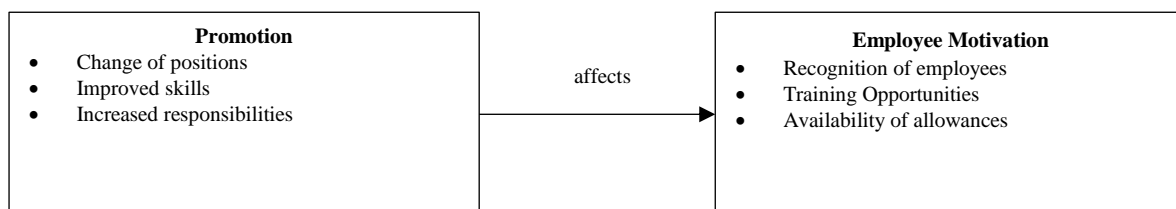
## Herzberg Two-Factor Theory

Two-factor theory of work motivation was published by Herzberg (1959). The two-factor theory sometimes referred to as the dual-factor theory or Herzberg's motivation-hygiene theory contends that while some workplace variables contribute to job satisfaction, other factors are responsible for job dissatisfaction (Davis, 2013). Organizations in the public and private sectors are under increasing pressure to do more with less in the current environment (Kamau, 2012). If each employee is appropriately motivated, it is possible to meet this challenge through increased productivity. Regarding the relationship between job satisfaction and employee performance, Herzberg's two factor theory is arguably the most well-known and widely accepted approach. In terms of the elements that lead to satisfaction (motivators) and the elements that lead to dissatisfaction (hygiene), Herzberg addresses the issue of job satisfaction, which has an impact on employee performance.

This serves as the foundation for assessing each employee's position and implementing the required adjustments to boost employee motivation and, in turn, output. The elements of the work itself and the benefits that come from completing it are known as satisfiers or motivators, and they are factors that contribute to job satisfaction (Tatitchi, 2014). The most important of these are traits that support a person's need for self-actualization and self-realization in his line of work; these traits are inextricably linked to the job itself because they are intrinsic to the job content. The elements that lead to poor work attitudes or job discontent are different from the motivators or satisfiers.

An individual's relationship to his work environment is the primary factor associated with these factors, according to the analysis of the study results. These elements, which are not directly related to the work itself, are known as extrinsic factors. Examples of these include hygiene or maintenance factors, policies of the organization, and human resource practices like reward systems such as promotion, deployment, and working conditions. Each of these requirements relates to the setting in which the work is completed (Daniels 2013). This theory therefore supports deployment practices, promotion and transfer alongside their relationship with employee motivation because it recognizes the elements that motivate employees to produce excellent work.

### Conceptual Framework



Source: Researcher (2024)

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## Methodology

The study employed descriptive research design because it enabled the phenomenon of promotion and motivation of employees to be thoroughly and accurately reported, analysed relationships and patterns and hypothesis were generated (Mugenda & Mugenda, 2003). The scope of the study was Makueni County with a population of 987,653 and an area of 8008.9KM<sup>2</sup> (KNBS, 2019). The study targeted all 401 administrative officers working under the National Government but stratified sampling was done to identify 120 respondents. Primary data was collected using a semi-structured questionnaire which was initially tested for validity and reliability through a pilot study in Machakos County, sampling 12 respondents (10% of the study sample). The

instrument was converted into a google form which enabled online distribution through emails and WhatsApp, making the collection cheaper and quicker. With the help of SPSS, the collected quantitative data was analysed using both descriptive and inferential statistics. For qualitative data, content/thematic analysis was done to generate patterns and help in decision making as to how promotion affected the motivation of the employees, based in Makueni County. The inferential statistics was analysed using the regression model

$$EM = \beta_0 + \beta_1 P + \epsilon$$

Where:

EM = Employee Motivation, P= Promotion,  $\beta_0$ = Constant Term,  $\beta_1$ = Beta Coefficients and  $\epsilon$  = Error term

## Data Analysis and Discussion

A total of 120 questionnaires were distributed to different national administrative officers in Makueni county. They included; 1 County Commissioner, 5 Deputy County Commissioner, 14 Assistant County Commissioner, 30 Chiefs and 70 Assistant Chiefs. However, all the questionnaires were filled and returned. Therefore, this represented a return rate of 100%. According to Idrus and Newman (2002), a response rate of at least 50 % is adequate for analysis. This therefore meant that the questionnaire return rate of 100% was appropriate for the study

The research conducted reliability assessments to determine the dependability of the research tools. A preliminary study involved a sample of 12 respondents (10% of the sample size). The twelve (12) administrative officers of National Government in Machakos County were not utilized as sample respondents for the pilot study

### Reliability Test Results

<i>Reliability Statistics</i>			
<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>No. of Items</i>	<i>Conclusion</i>
Promotion	0.86	5	Reliable
Employee motivation	0.82	5	Reliable

### Source: Research Data (2024)

The reliability statistics for the variables in the study, as measured by Cronbach's Alpha, reveal the internal consistency of each scale. The promotion scale, with a Cronbach's Alpha of 0.86 and 5 items, also demonstrates high reliability. This value indicates that the promotion scale is robust and reliably captures the aspects of promotion being studied. For employee motivation scale, which also consists of 5 items, has a Cronbach's Alpha of 0.82. This high value underscores the reliability of the instruments used to measure employee motivation, confirming their effectiveness in producing consistent and accurate results

The gender distribution data of National Government Administrative officers in Makueni County reveals a slightly higher proportion of male officers (56.7%) compared to female officers (43.3%). The majority of respondents are aged above 50 years (54.2%), followed by those aged between 41 and 50 years (36.7%), and the smallest group is those aged between 31 and 40 years (9.2%). This age profile indicates that a significant portion of the workforce is in the later stages of their careers, which may influence their perspectives on promotion and motivation. reveals that the majority of respondents hold a Bachelor's degree (51.7%), followed by those with a Diploma (35.0%). A smaller proportion of officers have achieved a Master's degree (11.7%), and only a few hold a PhD (1.7%). This educational distribution suggests that most officers have a solid undergraduate education, with a considerable number also holding diplomas, which may influence their perspectives on promotion and motivation. On the amount of experience gathered by the respondents, 42.5% had between 9 and 10 years of service 23.3% had between 6 and 8 years of service while another 23.3% had over 10 years of service. Officers with 0 to 2 years of service make up a smaller portion of the sample (5.8%), with those having 3 to 5 years of service being the least represented (5.0%).

### Promotion and Employee Motivation

The respondents were presented with statements on the effect of promotion on employee motivation among National Government Administrative officers in Makueni County, Kenya. They were expected to rate their level of agreement on a scale of 1-5 where: Strongly Agree=5, Agree=4 Neutral=3, Disagree=2 and Strongly Disagree=1. The results are presented in the table below

Statement	N	Mean	Std. Deviation
Promotion policies are put in place by the National government	120	3.7417	1.27349
Promotion fosters change of position	120	3.9083	1.27019
Improved skills of the officers' triggers promotion	120	3.8667	1.17347

Increase in responsibilities of the workers attracts promotion thereby motivating the officers	120	4.0667	1.11320
Promotion is a vital career progression prospect that motivates employees	120	4.0500	1.18002
Valid N (listwise)	120		

The analysis of the survey results regarding the effect of promotion on employee motivation among National Government Administrative officers in Makueni County reveals several insights. The statement with the highest mean score of 4.0667 is that an increase in responsibilities of workers attracts promotion and thereby motivates the officers. This suggests that respondents strongly agree that promotions linked to increased responsibilities are a significant motivator. The relatively low standard deviation indicates a general consensus among employees on this point, reflecting that promotions tied to growing responsibilities are perceived as a key driver of motivation.

Following closely is the statement that promotion is a vital career progression prospect that motivates employees, with a mean score of 4.0500. This result suggests that employees view promotions as crucial for career development and motivation. The moderate standard deviation indicates that while there is strong agreement on this view, there is some variability in individual perceptions. This underscores the importance of promotions as a career advancement tool and motivator. The results correlate with those carried out by Saharuddin and Sulaiman (2016). The results show that the variables of promotion and compensation have significant and positive impact on job satisfaction, morale and work productivity; job satisfaction has significant and positive impact on work productivity; and morale has significant and positive impact on work productivity.

The statement that improved skills of the officers' trigger promotion received a mean score of 3.8667. This indicates a moderate agreement that skill improvement is a factor in promotion decisions. The standard deviation, although relatively low, shows some variation in responses, suggesting that while many employees believe that skill enhancement leads to promotions, there may be differing opinions on how directly skills impact promotional opportunities. The results are in tandem with Muhati and Makhamara (2023) on employee promotion on employee performance at the technical university of Kenya, Nairobi City County, Kenya. The results indicated that moderately employees get promotion, moderately promotion comes with more responsibility and higher pay, moderately promotion increased employee performance, moderately helped in gaining more skills.

Promotion fostering a change of position received a mean score of 3.9083. This result shows a moderate to strong agreement that promotions often involve a change in job position. The standard deviation here is slightly higher, indicating that while most employees agree with this statement, there are some differing views on the frequency or nature of position changes associated with promotions.

Finally, the statement that promotion policies are put in place by the National government has the lowest mean score of 3.7417. This suggests a more neutral to slightly positive view on the existence and effectiveness of promotion policies. The higher standard deviation points to significant variability in opinions, implying that while some employees perceive promotion policies as established and functioning, others may be less convinced about their presence or efficacy. The findings correlate with Abdul, Sarpan, Ramlan (2018) who carried out a study on the influence of Promotion and Job Satisfaction on Employee Performance. Whose findings indicated that the promotion of dominant positions affects their performance

### Employee Motivation

The study aimed to get an understanding of employee motivation among National Government Administrative Officers in Makueni County, Kenya. The respondents were asked to rate their level of agreement with various statements on a scale of 1 to 5, where 5 indicated strong agreement and 1 indicates strong disagreement

Statement	N	Mean	Std. Deviation
Employee recognition is practiced as a way of motivating employees	120	4.1833	1.01239
Employee allowances are made available as at when due in order to motivate them	120	4.0250	1.14835
Training opportunities are available for employees to boost their motivation levels	120	3.9417	1.17606
Employees are duly recognized and praised in an event of increased performance	120	4.2750	.96982
Salaries are paid on time in order to get the employees motivated	120	4.4333	.84747
Valid N (listwise)	120		

The data reveals that the factor with the highest mean score is the timely payment of salaries, with a mean of 4.4333, indicating its critical role in employee motivation. Following closely is the recognition and praise of employees for increased performance, which has a mean score of 4.2750, emphasizing the importance of acknowledgment in motivating employees.

Employee recognition as a general practice ranks next, with a mean score of 4.1833, suggesting that regular recognition is also a significant motivator. The availability of allowances when due has a mean of 4.0250, showing that financial incentives are important, though slightly less influential than recognition and salary.

The factor with the lowest mean score is the availability of training opportunities, which has a mean of 3.9417. While this still reflects a positive impact on motivation, it suggests that training opportunities are perceived as somewhat less critical compared to the other factors in the data. The findings agree

with the findings by Okine, Addeh, Olusola and Asare (2021) who carried out a study on employee motivation and its effects on employee productivity/performance. The results of the study show that motivation can increase or decrease employee performance. If the chosen form of motivation meets the needs of the employee, their performance increases. If, on the other hand, the chosen form of motivation does not satisfy the needs of the employee, the benefit decreases.

### Correlations

		Employee motivation	Promotion
Employee motivation	Pearson Correlation	1	.670**
	Sig. (2-tailed)		0
	N	120	120
Promotion	Pearson Correlation	.670**	1
	Sig. (2-tailed)	0	
	N	120	120

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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

The analysis reveals that promotion practices have substantial effect on employee motivation. With a strong positive correlation of 0.670, promotion is shown to be a key driver of motivation, significantly influencing how motivated employees feel. This relationship is statistically significant at the 0.01 level, underscoring the importance of effective promotion strategies in boosting employee morale and engagement. The results are in agreement with Raharja, Firdaus and Syahyuni (2022) whose results showed the correlation coefficient of job promotion to work motivation was 0.699, which means it is strong and in the same direction because it is positive

### Regression Analysis

Employee motivation was the dependent variable, whereas promotion was the independent variables. The model summary below illustrates the effect that promotion has on the motivation of national government employees.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 <sup>a</sup>	.472	.454	1.98469

a. Predictors: (Constant), Secondment, Deployment practices, Promotion, Transfer

### Source: Research Data (2024)

The R-value of 0.687 indicates a strong positive correlation between the predicted and observed values of employee motivation, suggesting that the model has a robust fit. The R-squared value of 0.472 means that 47.2% of the variance in employee motivation can be explained by the changes in the promotion of the staff. This is a moderate level of explanatory power, suggesting that while the model explains a significant portion of the variance, there are other factors not included in the model that also influence employee motivation. The results are similar to Engidaw (2021) who assessed effects of motivation on employee engagement in public sectors in Ethiopia. The conclusion of the study showed that extrinsic motivation was valued higher than intrinsic motivation and that there was substantial positive correlation between extrinsic and intrinsic drive and employee engagement

### Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.321	2.445		4.63	0
Promotion	0.646	0.07	0.716	9.258	0

The resultant model becomes

Employee Motivation = 11.321 + 0.646 (promotion)

With an unstandardized coefficient of 0.646, a standard error of 0.070 and the standardized coefficient of 0.716, reflects a strong positive effect on employee motivation. The t-value of 9.258 and p-value of 0.000 indicate that this effect is statistically significant, emphasizing the importance of promotion in enhancing employee motivation. The results correlate with those by Barnerjee (2020) on impacts of promotion on employee motivation in Indian insurance sector were examined. Results showed that an employee's motivation level and number of promotions they have received are significantly correlated

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## Conclusion

Promotions are identified as a strong motivator, with high mean scores and a significant positive correlation and effect on motivation. Overall, while some practices are appreciated, their actual influence on employee motivation is inconsistent and often not significant.

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## Recommendations

Given the strong positive impact of promotions on employee motivation, the National Government should develop and implement clear, transparent promotion criteria linked to increased responsibilities and career progression. This could include regular reviews and feedback mechanisms to ensure that promotions are perceived as fair and motivating

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