

RESEARCH ARTICLE

MOTIVATION AND EMPLOYEE PERFORMANCE IN AKWA IBOM STATE
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ABSTRACT

Staff promotion is a crucial factor for achieving performance to accomplish organisational goals. Low promotion or complete lack of promotion in an organisation can lead to inefficiency, fraud, corruption, absenteeism and indiscipline at work. This study examined the effect of promotion on employee performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene, Nigeria. The descriptive survey using a structured questionnaire was adopted. The population of the study was 780, comprising academic staff, non-academic staff and student union leaders of the Polytechnic. Taro Yamane's method of selecting sample size was relied upon to choose the 265-sample size employed for the study. Pearson's Product-Moment Correlation Coefficient analysis was used for analysing the hypotheses of the study. The findings revealed that promotion has a significant effect on employees' performance. Hence, promotion played a major role in employee performance in Akwa Ibom State Polytechnic, Ikot Osurua. It was recommended, among others, that the management of Akwa Ibom State Polytechnics should ensure that promotion comes with all promotion benefits as due. Also, the management of Akwa Ibom State Polytechnic should ensure that promotions are based on merit and as when due.

Keywords: Motivation, promotion, performance, organisation, Polytechnic.

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Introduction

The ultimate desire of every organisation is to maintain a high level of performance in its daily operations, even in a highly competitive environment. As such organisations, irrespective of their sizes and markets, strive to retain the best employees, acknowledging their roles and influences on organisational performance. In the words of Ciobanu & Androniceanu (2015), to achieve the desired outcome, organisations need to direct their attention towards the most valuable resource at their disposal, which is the human capital. However, it is obvious that across the world, organisations face a series of challenges

in the area of human resources, such as constant competition with other organisations to attract and retain the best prepared professionals, with a high level of staff turnover. It is only through a sound motivation scheme that the full potential of workers can be utilised (Ugwu & Coker, 2022).

The success of any organisation can be traced to motivated employees. This is especially true and important in today's turbulent and often chaotic environment, where commercial success depends on employees using their full talents. The ability to attract, retain and develop talented employees through promotion is a key feature of a successful business. Osabiya (2015) noted that people in an organisation have their own individual needs, which must be met and habits which must be managed if they are to contribute to organisational growth and development. According to Mullins (2005), people bring their own perspectives, values and attributes to organisational life, and when managed effectively, can bring considerable benefits to organisations. However, when managed poorly, they have the potential to severely limit organisational growth and threaten the viability of a business. In an academic institution like the Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene Local Government Area, its core resources is its employees; their presence and contribution are very important in such a way that they determine its success or failure. An organisation may have good staff, a good vision and a good goal; however, if it neglects its employees, that organisation is practically in turmoil. Among the various approaches that organisations use to motivate their employees is promotion. This is the practice of moving employees from lower grades in the organisation to higher grades, with a subsequent increase in salary and responsibilities. Promotion can be viewed as a reward for what an employee has contributed to the organisation.

Employee promotion is a fundamental aspect of career development and human resource management (Ibok & Ibanga, 2014). It serves as recognition of merit and provides career progression, increased responsibility, and higher remuneration (Ikhenoba et al., 2023). While the importance of promotion is widely acknowledged, its timing can significantly influence employee morale, productivity, and engagement. In the dynamic landscape of organisational management, employee promotion stands as one of the most significant drivers of motivation and performance. Basavapattan (2024) noted that promotion typically involves upward movement in an organisational hierarchy, accompanied by increased responsibilities, authority, and compensation. Beyond these tangible benefits, promotion acts as a recognition of an employee's contributions and potential, significantly influencing their morale and engagement. While promotion is inherently motivational, the timing of promotion plays a crucial role in determining its effectiveness. Timely promotion - granted at a point when an employee's performance justifies advancement and expectations are aligned, can act as a catalyst for sustained high performance, increased job satisfaction, and long-term retention.

Statement of Problem

The pressure that is being mounted on the employee daily comes from both at work and at home. In one form or another, every employee faces one pressure or the other; some observers adduce sound reasons for this. They include work environment and demographic changes, such as changes in family structure expectations, personal needs, career advancement, etc. In a world where employees are facing some uncertainties to create a balance between their jobs, family and other personal issues, they must be induced by some motivational scheme, such as promotion, to keep them on the job.

The key issue in balancing work life and its influence on employees' performance across organisations (private and public) is promotion. This constitutes what leads to employee satisfaction. One of the problems confronting management in any organisation is how to match people's needs with jobs. Promotion is an important tool that management can use to induce employees towards goal achievement. In other words, promotion is a form of reward practice that involves giving an employee a higher position, which results in higher pay as a form of reward for work done. Promotion increases career development, self-actualisation, and sense of worth of employees. Nigerian universities and polytechnics which Akwa Ibom State Polytechnic, is among, are facing problems related to human resources management. Quite often, this

leads to workplace strikes, dissatisfied labourers, employee turnover and poor employee performance; all these affect an institution's work performance. It is widely argued that this may be caused by inappropriate staff promotion and compensation. On the other side, employee corruption and embezzlement, lack of commitment to job duties/tasks, and underperformance generally are on the increase. Some institutions have nearly collapsed, while others are poorly performing or underperforming. Thus, in the light of this background, this study seeks to investigate the effect of promotion on employees' performance in Akwa Ibom State Polytechnic, Ikot Ekpene, Akwa Ibom State, Nigeria.

Objectives of the Study

Generally, the objective of the study was to investigate the effect of promotion on employees' performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene LGA, Akwa Ibom State, Nigeria

Research Hypothesis

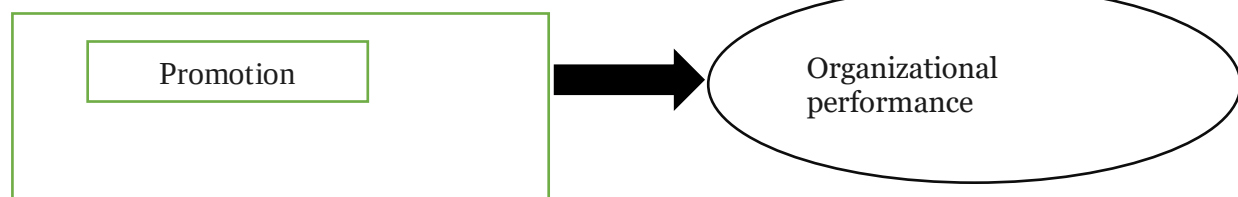
The following hypothesis has been formulated to guide this study:

H₀₁: Promotion has no significant effect on employees' performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene LGA, Akwa Ibom State.

Literature Review

Conceptual Review

Promotion



Source: Researcher's Conceptualisation (2025)

Promotion

Staff promotion is a key part of career advancement in any organisation. It involves moving a staff member up the organisational ladder, to show appreciation for their contributions towards organizational objective. Staff promotion is advancing an employee to a higher role with more responsibility, authority, and often better pay, recognising their skills, performance, and potential to motivate them and fill senior roles internally, reducing hiring costs and turnover (Robbins & Judge, 2019). Staff promotion encompasses the advancement of employees to higher positions with increased responsibilities, authority, and benefits (Armstrong, 2020).

Employee promotion, according to Lazear (2000), is measured through metrics such as output per employee, quality of work, innovation, and engagement. Promotion is the elevation of an employee within an organisation, often accompanied by increased responsibilities, better pay, and job security. Promotion serves as a vital component of career development and organisational success. Organisations with clear and structured promotion policies experience higher job satisfaction among employees, whereas unclear or biased promotion processes can lead to dissatisfaction and reduced commitment (Dugguh & Ayaga, 2014). In the words of Nassra (2025), the advancement of an employee to a higher position is known as employee promotion. It entails a rise in pay, status, duties, benefits, and position. Employees are most motivated by this part of their jobs, which is the ultimate reward for their commitment to and loyalty to a company. Theoretically, getting promoted at work means putting in more effort.

Employees' Performance

Employee performance is closely related to the results of one's work in an organisation or company. The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organisation is key in employee development (Irfansyah, 2020). Employee performance is the sum of all outputs produced by the individual (Abdullahi et al., 2020). Employee performance can be defined as the comprehensive assessment of an individual's capabilities, skills and achievements within the workplace. This involves evaluating how well an employee fulfils job responsibilities, meets or surpasses expectations and contributes to the organisation's overall success (Widarko & Anwarodin, 2022). Employee performance is the perceived stakeholders' subjective evaluation of how well employees are achieving the organisational objectives.

Employee performance constitutes a vital element of organisational performance, directly influencing collective output, productivity and organisational success (Zhang et al., 2023). From a general viewpoint, employee performance is regarded as the collective contribution of all individuals in the workforce towards attaining the company's strategic objectives and goals. This involves evaluating how effectively employees utilise their skills, knowledge and abilities to carry out tasks, collaborate with colleagues, achieve targets and ultimately contribute to the organisation's success (Atakpa, 2015; Kim & Jung, 2022). Considering individual accomplishments to the organisation's employees' performance is a prism through which the alignment between individual contributions and organisational outcomes may be evaluated (Mohammad et al., 2025).

Promotion and Employee Performance

Studies have shown that staff promotion directly impacts employee productivity by increasing motivation and engagement. Herzberg's Two-Factor Theory identifies promotion as a key motivator that contributes to job satisfaction, leading to higher performance levels. When employees perceive that promotion opportunities are based on merit and transparency, they are more likely to demonstrate commitment and productivity in their roles (Armstrong, 2020). Conversely, lack of promotion or unfair promotional policies can lead to dissatisfaction, demotivation, and decreased productivity (Osemeke & Adegbite, 2016).

Promotion significantly boosts employee performance by acting as a powerful motivator, recognising merit, increasing satisfaction, and encouraging skill development, leading to greater productivity, loyalty, and commitment. It signals trust, offers growth, and provides tangible rewards that drive employees to excel to earn advancement, while also developing internal talent for future leadership. Elensi et al. (2024) noted that among the many benefits of promotion is its ability to increase employees' zeal and passion, and enhance performance and individual self-concept. But for promotion to achieve its aim, it must be fair and deemed commensurate with the efforts of the employees (Roszyk-Kowalska & Duda, 2017). A well-deserved promotion encourages and challenges both the promoted employee(s) and others, while an unjust promotion deters efforts, discourages committed employees, strains relationships within the organisation, and increases turnover intentions/rate (Jane et al., 2012). Promotion is a vital instrument for employee performance. It is a move to a higher position within the organisation that has greater responsibilities and requires more advanced skills. It usually involves a rise in status and pay (Wehrich et al., 2008). Members of staff put in their best in an organisation because of the desire and aspiration to get to the top. No one wishes to remain static.

Theoretical Framework

This study is anchored on Expectancy Theory (1964). Expectancy Theory was propounded by Victor Vroom of the Yale School of Management in 1964. It aims to explain the processes that an individual undergoes to make choices. In relation to the study of organisational behaviour, the theory stresses "the need for organisations to relate rewards directly to performance and to ensure that the rewards provided are deserved and wanted by the recipients (Montana et al., 2008).

Vroom defines motivation as a process governing choice among alternative forms of voluntary activities, a process controlled by the individual. The individual makes choices based on estimates of how well the expected results of a given behaviour are going to match up with or eventually lead to the desired results. Motivation is a product of the individual's expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of this result for the individual, known as valence (Condrey, 2005).

Expectancy theory proposes that an individual will behave or act in a certain way because they are motivated to select a specific behaviour over others, due to what they expect the result of that selected behaviour to be (Oliver, 1974). In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements

Expectancy theory is the most relevant theory for this research. It explains promotion through the belief that effort leads to performance (expectancy), performance yields rewards (instrumentality), and those rewards are valued (valence). The theory provides the knowledge of an individual's need at different levels, showing that meeting the expectation of a person guarantees motivation; these give the employee the motivation to increase their level of performance. The theory emphasises what actually induces an individual to work. It seeks to achieve a balance between inputs and outputs, which implies that once employees' benefits and promotion are constantly provided, the workforce tends to put more effort into achieving more.

Empirical Review

Yusuf et al. (2025) investigated the effect of staff promotion on employees' performance at the Federal Polytechnic, Mubi. The study aimed to determine the impact of staff promotion on employee performance at Federal Polytechnic, Mubi. The approach used in this study was quantitative. The population of this study was the academic staff of Federal Polytechnic Mubi, with a total of 773, and a sample of 266. A Likert scale was used to measure the statements submitted to the questionnaire that represent the indicators of each variable in this study. After the data had been collected, the data were analysed using SPSS software version 24. The result of the study revealed that there is a significant and positive effect of promotion on performance in Federal Polytechnic Mubi. According to the report, having high expectations for employees will motivate them to perform better. This study concluded that staff promotion plays a crucial role in enhancing employees' performance in Federal Polytechnic, Mubi. Promotions serve not only as rewards for past performance but also as motivators for future excellence. The study concluded that when management policies, actions, and choices are perceived as fair, consistent and progressive, staff morale can be further boosted.

Ann & Jacqueline (2024) studied the effects of promotion practices on employee performance in the National Bank of Kenya. The purpose of this research was to assess the effect of promotion practices on employee performance in the National Bank of Kenya Limited. Cattell's 16PF Trait Theory, Expectancy Theory and Equity Theory underpinned the study. It employed a descriptive survey design with a target population of 215 members of staff consisting of managers, supervisors and officers from the Human Resource Department, Operations Department, Marketing Department, and Finance Department of the National Bank of Kenya's head office. The departments were chosen using both stratified sampling and simple random sampling methods, based on their employee levels. A sample comprising 144 respondents was utilised for data collection using a questionnaire and an interview guide. Quantitative information obtained was edited, coded and analysed using the Statistical Package for Social Sciences (SPSS). Both descriptive and inferential statistics were utilised in this study, with the results given in tables and figures. The study found that promotion practices had a statistically significant influence on employee performance in the NBK. On promotion practices, the study concluded that the bank has a promotion policy for employees and that promotion is accorded to employees based on merit.

Elensi et al. (2024) studied motivation and employees' performance in Uyo Local Government Council, Akwa Ibom State, Nigeria. The study was carried out to ascertain if the motivational tools used by Local Government Council affect the performance of its employees. The main objective of the study was to investigate the effect of motivation on employee performance in Uyo Local Government Council, while the specific objectives were to examine the effect of promotion, recognition and pay raise on the performance of employees in Uyo Local Government Council. Expectancy theory, as propounded by Vroom in 1964, was adopted as the theoretical framework. Primary and secondary sources of data were utilised in the study. The primary data were obtained through the administration of 240 copies of the questionnaire, though 200 were correctly filled out and returned. Secondary data were obtained from journals, the internet, books and government publications. Simple percentages and chi-square statistical tools were used to analyse the data obtained. The findings revealed that Uyo Local Government promotes members of staff when due and that recognition of staff plays an important role in employee performance. Also, the study indicated that there is a relationship between pay rise and employee performance. Based on the findings, the study recommended that the Management of Uyo Local Government Council should continue in its efforts to promote its hardworking staff for effective and efficient performance; the Council should design an effective system for the regular recognition and award to employees; also, the Council should ensure that pay rise within the capacity of the council is encouraged and improved for greater performance.

Susilo et al. (2023) studied the effect of promotion on the performance of personnel in the jurisdiction of the Simalungun Police. The approach used in this study was quantitative. The population was the police personnel in the jurisdiction of the Simalungun Police, with a total of 200 personnel used as the study sample. The Likert scale was used to measure the statements submitted in the questionnaire that represented the indicators of each variable in this study. After the data had been collected, it was analysed using SPSS software. The result of this study showed that there is a significant and positive effect of promotion on the performance of personnel in the jurisdiction of the Simalungun Police.

Muhati & Makhamara (2023) conducted a study on employee promotion and employee performance at the Technical University of Kenya, Nairobi City County, Kenya. The objective of the study was to determine the effect of employee promotion on employee performance at the Technical University of Kenya. The study's guiding theory was equity theory. The research study design was descriptive. Additionally, stratified random sampling was used. 361 employees - 153 academic staff and 208 administrative workers from both the academic and administrative spheres made up the study's target group. Stratified sampling was used in this study. Piloting was done on 10% of the sample size of 108 to ascertain the validity and reliability of the instrument. This was done through professional advice, content, and construction. Primary data was gathered via semi- structured questionnaires and rated on a 5-point Likert scale. The results indicated that moderately, employees get promotion, moderately, promotion comes with more responsibility and higher pay, moderately, promotion increased employee performance, and moderately helped in gaining more skills. The study concluded that employee promotion significantly affects employee performance.

Methodology

This research work adopted a descriptive survey, using a structured questionnaire administered by the researcher. Primary and secondary sources of data were employed in this research. The population of the study was 780 (Planning, Research and Statistics - PRS). This comprises both academic and non-academic staff and other stakeholders like student leaders of Akwa Ibom State Polytechnic, Ikot Osura, Ikot Ekpene. Taro Yamane's method of selecting sample size was adopted to choose 265 sample size employed for the study. Regarding the reliability of the research instrument, Cronbach's alpha was used to obtain an indication of the reliability of the questions on motivation and employee performance. The results indicated an acceptable level of internal consistency ($\alpha = 0.737$). After the return of the questionnaire by the respondents, the data were coded and analysed using the Statistical Package for Social Science (SPSS),

with interpretation made through frequency tables and percentages. Pearson's Product-Moment Correlation Coefficient analysis was used in analysing the hypotheses of the study.

Modalities for Promotion in Akwa Ibom State Polytechnic, Ikot Osura, Ikot Ekpene

Staff promotion in Akwa Ibom State Polytechnic, Ikot Osura, Ikot Ekpene, like other polytechnics in Nigeria, is conducted by the Governing Council through the Appointments and Promotions Committee (A&PC).

TABLE 1: Showing the Composition of Members of Appointments and Promotions Committee (A & P C)

S/N	Appointments and Promotions Committee (A&PC).	Position
	The Rector	Chairman
	Deputy Rector(s) (Academic/Administration).	Member
	Registrar (Acts as Secretary).	Member
	Polytechnic Librarian.	Member
	Bursary	Member
	Deans of Schools/Colleges	Member
	Representatives of the Academic Board (usually 2-4 senior members).	Member
	Representatives of the Governing Council (usually 2-5 members).	Member
	Director of Academic Planning (depending on specific institution regulations).	Member
	Head of Department (HOD) of the candidate being assessed (usually invited to contribute input on performance).	Member

Source: Establishment Unit, Akwa Ibom State Polytechnic, Ikot Osura (2025).

Types of A&PC

Polytechnics often have distinct committees for different cadres:

1. **A&PC (Senior Staff):** Focuses on Lecturers (I-III), Senior Lecturers, Principal Lecturers, Technologists, Senior Administrative Staff and Chief Lecturers.
2. **A&PC (Junior Staff):** Focuses on non-teaching senior staff - (Level 1-6)

Promotion exercise commences with the screening of staff due for promotion, scrutinising their service records, and academic documents presented at the point of employment, as well as the year of service by the Appointments and Promotions Committee (A&PC). Thereafter, an oral interview is conducted for the assessment of the physical and mental capabilities of staff due for promotion. However, promotions are given to duly promoted staff as a result of good performance. The minimum period required before promotion is generally three years from the previous promotion. Promotions occur annually, with recommendations reviewed in June and, in standard cases, taking effect from January 1st of the following year. Employees on probation are not eligible, and promotion is considered a privilege based on merit, not a right. Academic staff must meet criteria including publication requirements (Assistant Lecturer – non, Lecturer III – 2 Seminars papers, Lecturer II - 3 Seminar papers and 3 Journal papers, Lecturer I – 5 Seminar papers and 2 Journal papers, Senior Lecturer – 5 Seminar papers and 3 Journal papers, Principal Lecturer – 5 Seminar papers and 4 Journals, Chief Lecturer – 6 Seminar papers, 5 Journal papers and 2 standard textbooks) and potentially academic qualification upgrades, such as obtaining a doctorate within a designated moratorium. In the case of the non-academic staff, promotion is subject to the availability of

vacancies and positive appraisal and membership of a professional body (for Senior staff from CONTEDESS 12). (Establishment Unit, Akwa Ibom State Polytechnic, Ikot Osura, Ikot Ekpene, 2025).

Table 2: The Number of Staff Promoted in their Respective Categories in 2022-2024

S/N	Year	Categories of staff	No. of staff due for promotion	No. of staff promoted	% of staff promoted	% Differences
1	2022	Academic Staff	30	26	26	13
		Non-Academic Staff	60	54	54	10
2	2023	Academic Staff	43	32	74	26
		Non-Academic Staff	60	58	97	3
3	2024	Academic Staff	17	16	94	6
		Non-Academic Staff	70	64	91	9

Source: Establishment Unit, Akwa Ibom State Polytechnic, Ikot Osurua (2025)

In 2022, 90 staff were recommended for promotion, while 80 were actually promoted. The percentage (%) difference between the number of staff due for promotion and staff actually promoted was 13% for academic staff and 10% for non-academic staff. In 2023, 103 staff were recommended for promotion, and 90 staff were actually promoted. The percentage (%) difference between the number of staff due for promotion and staff actually promoted was 26% for academic staff and 3% for non-academic staff. In the year 2024, 87 staff were recommended for promotion, and 80 staff were actually promoted. The percentage (%) difference of staff due for promotion and staff actually promoted was 6% for academic staff and 9% for non-academic staff.

Promotion Issues in Akwa Ibom State Polytechnic

Most educational institutions in Nigeria today are faced with myriad challenges, which have negatively impacted the socio-political and economic advancement of Nigeria. Ekundayo & Ajayi (2019) observed that polytechnics in Nigeria today are nothing but crisis management centres, especially pertaining to staff promotions. Fortunately, such issues, which are the hallmark of many Polytechnics, are not prevalent in Akwa Ibom State Polytechnic. The Institution has been having a hitch-free promotion exercise, which is conducting promotion when due without unnecessary delay and without any rancour among staff, apart from issues such as:

Financial Constraints and Allowances: Ibukun (2017) lamented that there is a growing shortage of funds and learning resources in the polytechnic system. According to Oyeneye (2016) and Adegbite (2017), the major challenge facing the management of polytechnic systems in Nigeria is inadequate funding, though Ajayi & Ayodele (2024) argue that there was an increase in the proportion of total expenditure devoted to education, but this has been considered to be rather grossly inadequate, considering the phenomenal decrease in staff promotion. Besides, Ajayi & Ekundayo (2016) remarked that the Nigerian government, over the years, has not been meeting the United Nations Education Scientific and Cultural Organisation (UNESCO) recommendation of 26% of the total budget allocation to the education sector (also see Atakpa & Akpan, 2022). Aina (2017) posited that the government's priority for education is still very low. These assertions aptly apply in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene. Paucity of funds has been a major challenge to management, and this has led to non-execution of some essential projects. For instance, a storey building office complex embarked on by the previous administration for the past six years has not been completed. Classroom buildings are not properly maintained, while part-time staff who were hired to augment the shortfall of full-time staff (teaching and non-teaching staff) hardly get their monthly stipends, and this has greatly affected their morale, leading to low performance. Lighting in the

institution is a major problem owing to the high cost of diesel, and this has a negative impact on working hours, resulting in low productivity.

Lack of Polytechnic Commission: according to Ukpai (2018), the polytechnic education has been the only sector of the tertiary education that is run by a parastatal. While the polytechnics' counterparts (that is, universities and colleges of education) are managed by commissions, the polytechnic system is managed by a board - The National Board for Technical Education (NBTE). The National Universities Commission (NUC) and National Commission of Colleges of Education (NCCOE) are entrusted with the day-to-day management and coordination of the affairs of these institutions; the polytechnic is managed by the National Board for Technical Education (NBTE). Ukpai added that the effect is that the problems of polytechnic education are not seen from the tertiary level but are considered along that of other technical schools, which include secondary schools. This has also been a major constraint to the effective management of Akwa Ibom State Polytechnic. Since NBTE also regulate Technical Schools (Secondary), this does not give them a clear vision of what is required of a Polytechnic. Unfortunately, Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene suffers these consequences. This highly hinders the effective management of the institution, unlike their University and College of Education counterparts, who have their own commission that manages their affairs and also know the peculiar needs of these Institutions.

Non-Implementation and Delay of Promotions: A major issue is the failure of the government to pay outstanding promotion arrears, which creates financial strain and lowers staff morale. Staff have experienced delays in the implementation of promotions and the non-payment of associated promotion arrears (Adegbite, 2017). The delay is normally caused by the State Government in the case of Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene LGA. The institution is always prompt in sending the report to the government immediately after the conduct of the interview, but the delay in implementation has always been on the side of the government. For example, in the year 2022, 80 staff experience delayed in the implementation of their promotion and payment of promotion arrears. In 2023, 90 staff experienced a delay in the implementation of their promotion and payment of promotion arrears. The same was the case with 80 staff promoted in 2022.

Data Presentation and Analysis

The data collected from the respondents were presented and analysed using tables and percentages.

Table 3 Completed and returned copies of Questionnaire

Staff Distribution	No. of questionnaires distributed	No. of questionnaires completed and returned	Percentage (%) of Questionnaires completed and returned
Academics Staff	150	145	57%
Non-Academic Staff	115	114	43%
Total	265	259	100%

Source: Field Survey, 2025

4.3 Test Hypothesis

Ho₁: Promotion has no significant effect on employees' performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene LGA, Akwa Ibom State.

Table 4 Pearson's Product-Moment Correlation Coefficient Analysis Table for Hypothesis One

Correlations

		Promotion	employee's performance
Promotion	Pearson Correlation	1	.667**
	Sig. (2-tailed)		.000
	N	259	259
employee's performance	Pearson Correlation	.667**	1
	Sig. (2-tailed)	.000	
	N	259	259

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

The Pearson Product-Moment Correlation (PPMC) statistical technique was adopted in testing the hypothesis. The result of the analysis, as presented in Table 2, shows a Pearson Correlation Coefficient of 0.667, while the p-value was 0.000 using the sample size (N) of 259. The result ($P < 0.05$) indicates that promotion has a significant effect on employees' performance in Akwa Ibom State Polytechnic, Ikot Osurua. Thus, promotion accounted for 66.7% effect on employees' performance.

Discussion of Findings

This research work aimed to assess the effect of promotion on employees' performance in Akwa Ibom State Polytechnic. It was hypothesised that promotion has no significant effect on employees' performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene, Akwa Ibom State. The result of the analysis, as presented in Table 1, shows a Pearson Correlation Coefficient of 0.667 while the p-value was 0.000 using the sample size (N) of 259. The result ($P < 0.05$) indicates that promotion has a significant effect on organisational performance in Akwa Ibom State Polytechnic, Ikot Osurua, Ikot Ekpene LGA, Nigeria. Thus, promotion accounted for 66.7% effect on organisational performance.

The result was in agreement with those of other studies, like Yusuf et al. (2025), who investigated the effect of staff promotion on employees' performance in Federal Polytechnic, Mubi and found a significant and positive effect of promotion on performance in the Federal Polytechnic, Mubi. Similarly, Ann & Jacqueline (2024) studied the effects of promotion practices on employee performance at the National Bank of Kenya. The study found that promotion practices had a statistically significant influence on employee performance at the NBK. Elensi et al. (2024) noted that among the many benefits of promotion is its ability to increase employees' zeal and passion, and enhance performance and individual self-concept. Also, Weihrich et al. (2008) noted that promotion is a vital instrument for employee performance.

This study discovered that there have been consistent promotions in Akwa Ibom State Polytechnic, where both academic and non-academic staff are promoted as they are due. Findings revealed that in Akwa Ibom State Polytechnic, Academic staff promotions are hinged on meeting specific criteria like tenure (usually 3 years at a rank), qualifications (Master's for below Reader, Ph.D for Reader), significant publications in reputable journals/texts, positive assessments (departmental, school and external), and strong contributions to teaching, research, administration, and community service, with a focus on verifiable scholarly output and leadership, all evaluated through established panels, while non-academic staff promotion at Akwa Ibom Polytechnic generally focus on efficiency, competence, experience, and contributions to the institution, minimum service years (often 3+), relevant qualifications (HND/BSc), and performance in annual appraisals, with specific levels needing significant departmental scores, professional body membership, and increased responsibility/initiative. However, according to the Guardian Newspaper (13 September 2024), 120 staff (76 non-academic staff and 44 academic staff) were promoted.

Conclusion

Generally, most organisations are faced with numerous challenges, one of which is how to utilise resources effectively and efficiently to achieve organisational goals and boost performance. This is centred on employee motivation, such as promotion, among others. These distinguish one organisation from another. Therefore, for an organisation to survive and remain relevant, it needs to attract and maintain efficient and effective employees in a bid to enhance performance. As such, employee promotion is the paramount factor that facilitates performance in every organisation, be it a private or public entity. Thus, from the foregoing, this study concluded that promotion significantly influences employees' performance in Akwa Ibom State Polytechnics, Ikot Osurua, Ikot Ekpene LGA, Akwa Ibom State, Nigeria.

Recommendations

Based on the findings of this study, the following recommendations were made:

- i. The management of Akwa Ibom State Polytechnics should ensure that promotion comes with all promotion benefits as due.
- ii. The management of Akwa Ibom State Polytechnics should ensure that promotions are based on merit and as when due.

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