

THE EXTREMELY ESSENTIAL MILESTONE FOR AN EMPLOYEE IN AN ORGANIZATION - SYMBOLIZING GROWTH, RECOGNITION & NEW OPPORTUNITIES: A FOCUS ON EMPLOYEE PROMOTION & ORGANIZATION ELEVATION

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ABSTRACT

Today, employees are considered as an asset for the organization and the success of an organization largely depends on the people, as it is not possible for survival without them. The growth of an employee to higher ranks is Employee Promotion. This is a powerful strategy for motivating employees.

Employee promotion serves as a crucial milestone, symbolizing growth, recognition, and new opportunities. It is a moment when hard work and dedication are acknowledged, and individuals are entrusted with increased responsibilities. Promotion and Competence have direct impact on Job Satisfaction and Performance. More successful job promotion and a high degree of competence improve workers' satisfaction, which affect the improved output of employees.

Promotion is not just a mere change in Job Title; it carries significant implications for both employees and organizations alike. It involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most—the ultimate reward for dedication and loyalty towards an organization.

Keywords: Promotion, Competence, Job Satisfaction and Performance.

1. INTRODUCTION



Source: Leapsome Team

(Employee Promotion Best Practices)

The success of an organization largely depends on the people who run it. Promotions is a powerful strategy for motivating employees. Employee promotion serves as a crucial milestone, symbolizing growth, recognition, and new opportunities. It is a moment when hard work and dedication are acknowledged, and individuals are entrusted with increased responsibilities. Promotion is not just a mere change in job title; it carries significant implications for both employees and organizations alike.

The decision to promote cannot be taken lightly. The art of promotion necessitates the careful evaluation of a variety of factors, ranging from performance to potential. Promotion establishes the recognition of employees' hard work and dedication toward their job.

Employee promotion refers to the advancement of an employee to a higher position within an organization. It is a process by which an individual is given increased responsibilities, authority, and possibly a higher salary or benefits package. Employee promotions are typically based on merit, performance, skills, experience, and potential. Promotions can occur at the same job level. Here, an employee takes on additional responsibilities and becomes a senior member of their current team. They can also involve moving to a higher job level, like being promoted from a junior position to a managerial role.

THE CONCEPTS OF EMPLOYEE PROMOTION

Promotion means climbing the corporate hierarchy or in other words when an individual moves from one designation to a higher one, it is considered as Promotion. For some people the key for job satisfaction is Promotion. They feel that their status has improved, which gives them power and satisfaction.



Source: The European Business Review (Strategy & Management)

(5 Signs Your Employee is ready for a Promotion)

The basic elements of promotion:

1. Change of Position
2. Change of Duties
3. Change of Responsibility
4. Change of Pay
5. Change of Title

The Impacts of Promotion on Major Elements:

1. Job Satisfaction:

This is an evaluation that describes someone on gesture feeling happy or unhappy, satisfied or unsatisfied at work. Thus, job satisfaction is basically something individual, because every individual has a level of satisfaction varies according to the value system that applies to one.

2. Competence:

This is a necessary element in enhancing workers' efficiency, accompanied by regular and objective promotions. Employees in the organization improve their work satisfaction, which affects enhancing their performance.

3. Performance:

This term is derived from the words Job Performance or Actual Performance (achievement of work or actual achievement that someone achieved). Employee performance is the ability shown by the employee, while performing the task and responsibility.

2. TYPES OF EMPLOYEE PROMOTION

1. Internal Promotion:

This refers to the appointment of an employee to a new position within the same organization, typically in recognition of their past achievements. This occurs when an organization has a vacancy and extends the job offer to a current employee who holds a lower level position.

2. Horizontal Promotion:

This kind of promotion rewards an employee with a pay increase but little to no change in responsibilities. It is also regarded as an up-gradation of an employee. In the educational sector, an example of this is the move from lecturer to senior lecturer.

3. Vertical Promotion:

This refers to an upward movement of employees with a change in skills and experience. It brings a change in salary, responsibility, status, benefits, etc. In the marketing industry, this can be the promotion of a marketing

supervisor to the marketing manager. This can be a shift from Functional Head to the Chief Executive, both being very different jobs.

4. Dry Promotion:

A Promotion that employees aren't particularly fond of. This promotion refers to an increase in responsibilities and status without the benefits. It means no increase in pay or any financial benefits for that matter.

5. Open & Closed Promotion:

Open Promotion is a situation wherein every individual of an organization is eligible for the position. Closed Promotion is a situation wherein only selected team members are eligible for a promotion.

3. ADVANTAGES IN EMPLOYEE PROMOTION

1. Expectation:

Employee Promotion is one of the main goals of employees working hard. Thus, it turns into their expectation. When employers don't fulfill these expectations, they end up losing employees.

2. Reduce Attrition:

Employee Promotion often includes a pay raise which acts as a huge motivation. This, in return, further reduces attrition. It has been studied that a little number of employees quitting their job because of no pay rise in a year.

3. Motivation & Productivity:

As stated above, employee promotion is a big tool for career advancement and employee retention. It is because when employees get a chance to grow, they stick with a company. This motivation ultimately correlates to higher productivity.

4. Cost-Efficient:

Internal employee promotion involves less cost than hiring new ones. This is a fact that is shown in a study published by The Wall Street Journal. It was found that companies pay 20% more in onboarding a new hire instead of internally promoting one. This harms the desired cost-cutting measures of a company.

5. Career Growth:

Employee promotion facilitates the critical career path and growth of an individual. The lack of career development is one of the key reasons for attrition. Even in this day and age, it is bound to be one of the main concerns of employees.

6. Need to Manage:

Employee Promotion often brings new responsibilities that initiate a sense of Management. This sense of Management is a key factor in employee satisfaction as it helps them grow.

7. Rewards and Recognition:

Employee promotion is a crucial element of an organization's rewards and recognition program. This is because a study shows more than a quarter of employees leave the organization for lack of rewards recognition. This reduces retention, employee engagement, and motivation.

4. COMMON CONSEQUENCES – TO BE AVOIDED DURING EMPLOYEE PROMOTION

There are Common Consequences to be avoided when promoting employees, as several common mistakes often arise.

1. Favoritism

The inclination to offer promotions to favored employees might happen as a manager. Nonetheless, it's crucial to ensure that morale-boosting promotions are rooted in merit, and objective factors like productivity and project outcomes, rather than being influenced by the manager's personal preferences.

2. Overlooking skill fit

Every job requires specific skills, and every employee possesses unique strengths. When issuing promotions, it's important to consider the individual receiving the role change and the nature of the position being filled.

3. Promoting employees who prefer their Current Role

Our society often emphasizes the constant pursuit of the next advancement or growth opportunity. While aiming for career progression is valid, not everyone desires promotion. Some employees find satisfaction in their current roles and don't wish to advance.

4. Inadequate Communication

It can be frustrating to seek a promotion and not get it. Often, leadership fails to provide clear and precise communication regarding the criteria for earning promotions.

5. Unrealistic expectations

Although promotions frequently entail increased responsibilities and productivity demands, it's important to recognize that an employee remains an individual. Burdening them with an extensive workload can lead to burnout or resentment.

6. Inadequate Compensation

Promotions encompass two essential aspects: changes in responsibilities and compensation. In organizational shifts, employees might be tasked with shouldering extra duties and assuming additional roles, yet not receive equivalent salary compensation or benefits.

5. SUCCESSFUL STRATEGIES FOR EMPLOYEE PROMOTION

The effective strategies for establishing successful promotion policies. By following these strategies, managers can ensure well-executed promotion practices that produce positive outcomes in the workplace.

1. Establish Clear Criteria:

Clearly communicate the promotion criteria to employees, specifying performance expectations and the timeline. This transparency prevents frustration and encourages open dialogue between team members and their managers.

2. Give Regular Feedback:

Offer clear and consistent feedback to employees, promoting their development and keeping promotion criteria the focus. This practice fosters ongoing growth and ensures alignment with promotion goals.

3. Listen to Employees:

Collect feedback on employee preferences and goals to tailor promotions accordingly. This approach ensures alignment with individual strengths and signals a commitment to a positive work environment through attentive decision-making.

4. Foster Skill Development:

Prepare employees for promotion through tailored skill development. Provide training and collaborate to identify skills that align with their goals and strengths.

5. Promote Work-Life Balance:

As responsibilities increase after promotions, ensure a healthy work-life balance to prevent burnout. Continuously check in with employees about workload to support this balance.

6. Offer Mental Health Support:

Show that you value employee well-being by offering mental health support and benefits. This commitment enhances employee well-being and cultivates positive mental health before, during, and after a promotion.

6. DIFFERENT METHODS USED FOR TAKING DECISIONS ON PROMOTION

Many organizations use different methods for deciding job promotions. While some prefer performance-based promotion and others advocate seniority-based promotions. A few methods of deciding job promotions are:

Seniority-based promotion

A seniority-based promotion is when the organization promotes an employee based on their seniority compared to others. For instance, an employee working as a manager for the past seven years is more likely to receive a promotion than someone with three years of experience in the same role. Here are a few advantages of a seniority-based performance:

- Reduces instances of favoritism
- Decreases employee turnover because employees want to stay in the organization to receive promotion
- Rewards loyal employees
- Creates a friendly workplace environment because everyone is aware of metrics for promotion

Performance-based promotion

A performance-based promotion is when the organization promotes an employee based on their performance, regardless of the number of years an employee spends. In this method, an employee who performs extremely well, but is with the

organization for only a year, has higher chances of getting a promotion, than employees, whose performance level is not as strong, but stayed with the company for past nine years.

Here are a few advantages of a performance-based promotion:

- Rewards hard-working employees
- Encourages innovation among employees
- Rewards talented employees
- Makes workplace appealing to qualified candidates
- Enhances workplace productivity
- Motivates other employees to excel in their workplace

SELECTION LEVELS FOR EMPLOYEE PROMOTION

1. Role:

While searching individuals for promotion, Focus must be at their current roles. Sometimes, it so happens that an employee is doing much more than his/her title requires. In reality, this employee absorbs more responsibilities. If such employees exist who are already doing the vacant job title, then they must be promoted.

2. Appraisal:

While taking into account employee promotion, Managers must also look into the last **appraisal of employees**. It is human nature to desire higher positions. If a person who has gone long enough without promotion, it will harm his/her **employee satisfaction**. This leads to attrition. If an employee, whose last appraisal has been quite a while and fits an ongoing promotion, he/she should be chosen.

3. Emotional Intelligence:

Emotional Intelligence is essential in a higher-level job. It refers to the skill set required to connect with others. This is a key aspect of managers as they must be able to connect well with others. In the next cycle of employee promotion, focus should be on the Emotional Intelligence of candidates.

4. Performance Review:

There are several methods for analyzing Employee Performance. These are **360-degree review**, Assessment Centre Method, Management by Objectives, etc. After analyzing, suitable employees, will be considered for promotion

5. Company Culture:

Promoting someone means showing a welcome sign to further invest in a company. Focus should be on Employee's fitness for Company Culture such as his/her behavior with colleagues, managers, bosses, and how he/she looks up to the Company. If that the employee fits well, he/she should be considered for promotion to the higher Management Role.

FACTORS FOR EVALUATION OF PROMOTION

The evaluation of promotion depends on several factors. The time you spend in the company and the current role give insight into the best time for evaluation of promotion. There are certain steps for evaluation of a promotion:

1. When Employees provide above-average Performance
 - a. It is the appropriate time for a promotion, when an employee constantly shows above-average performance.
 - b. When Employees exceed performance expectations, they are in a better position to get promoted than those with average performance.
 - c. When Employees show their desire to achieve promotion, they get promoted than those with average performance.
 - d. When Employees show their desire to achieve organization goals and performance, employers may consider them as above-average employees.

2. Additional Responsibilities

Taking job responsibilities outside of the job duties can show team leaders and managers that an employee wants to help the team achieve organizational goals. For instance, when an employee has vast experience in one field, he/she can consider mentoring and training new employees or hires. Showing interest and taking initiative can improve the chances of gaining promotion for an Employee.

3 Explain Contribution

When examining for a promotion, an Employee must explain his/her contribution and provide details about how he/she has been an asset to the organization. For instance, an Employee might develop digital marketing skills that convert web visitors into loyal customers - This data supports the reason for examining a promotion. When an Employee constantly show employers that he/she is a valuable asset, they are more likely to consider promoting him/her over others.

STEPS FOR CONSIDERING PROMOTION

When planning for a promotion from the Employer, the following steps should be followed:

1. Research the Position

The First step for a promotion is researching the position.

- Speak with the current employer to understand the roles and responsibilities of the job.
- Discuss the salary increase, expected in the job.
- Having every information about the position, can help in discussing the salary requirement and position.

2. Compile Data

Before consideration of job promotion:

- Gather some data regarding employee's performance,
- Gather feedback from clients and any other additional data that makes an employee as a desirable candidate for promotion.
- Showing the examples of instances wherein an employee is achieved objectives outside the job description, which helps him/her getting promotion over others.

3. Talk to Manager

Rather than contacting Human Resources Personnel, it is advisable to approach the Manager directly regarding Promotion Request. When discussing promotion, show the achievements and details on workplace achievements. Also, be polite to make the conversation as an amicable discussion in employee's favor.

4. Show the Learning Process

While discussing with manager, show him/her about achievement of existing role. Provide evidence how you motivate yourself to excel in the job. This can help you to earn a promotion much faster. Also, talk about ways in which you prioritized the company's goals. For instance, give examples of how you use another approach, to find solutions to a problem or how you help colleagues improve their workplace productivity.

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It has been discovered by **Bonifacio (2025)** and published the High Quality HR Content in the Glossary of Shiftbase, United Kingdomas "*Effective Employee Promotion – A Guide for Managers*", wherein it has been mentioned that this guide dives into the art of promoting employees, from navigating the promotion process to understanding its far-reaching impact.

Barman (2024) mentioned in an Article, published in **Vantage Circle** on "*Employee Promotion: The Types, Benefits & Whom to Promote*" that Employee Promotion means the ascension of an employee to higher ranks. It involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most—the ultimate reward for dedication and loyalty towards an organization.

An Article: "*What Is Job Promotion? Benefits, Types and Methods*" has been published under Career Development and invented by **Indeed Editorial Team (2024)** that, when working in any job, employees are eager to receive a promotion to earn a higher salary or increased job responsibility. Organizations offer job promotions when employees perform above average, take on additional responsibility and improve their skills. Before joining any organization, it is helpful to find out how to get promoted.

It has been mentioned in a Research on "The Effect of Job Promotion and Job Characteristics on Employee Performance Mediated Job Satisfaction" by **Asbi et al., (2024)** that the aim of this research is to find out & analyze the effect of Promotions & job characteristics on employee job satisfaction; to find out and analyze the effect of promotion, job characteristics & job satisfaction on employee performance and to find out & analyze job satisfaction mediating the effect of promotion & job characteristics on employee performance.

Luong (2024) mentioned in an Article: "5 Best Practices for Employee Promotion: The Benefits, Types, and Tips to Do" published in **Cake** that Employee promotion has a significant impact on employee satisfaction. It enhances engagement, morale, and productivity while reducing absenteeism. Moreover, promotion is an effective tool for retaining employees and reducing attrition. Many companies struggle with this issue, but by conducting proper performance appraisals and promoting deserving employees, it can be resolved. Therefore, it is essential for companies to promote employees at appropriate intervals. Progress is crucial for the success of any business, and promotion is a step toward achieving that.

Mandugu (2023) revealed in his study: “Promotion and Job Satisfaction: A precursor of high performance in organizations” that effective promotion policy and implementation will boost employees' morale in discharging responsibilities/duties, which in turn creates job satisfaction. This study concludes that promotion and job satisfaction are influences of high performance, because the twin concepts boost employees' morale and reduce labor turnover.

Syed Balkhi (2023) published an Article: “5 Signs Your Employee is ready for a Promotion” in The European Business Review, wherein it has been mentioned that finding the right employees to promote will make a massive difference in your long-term success. Your business will grow in exciting and unexpected ways when you have a team of managers willing to go above and beyond. You can streamline the process by looking for the five signs we discussed today. Once you identify a suitable candidate, invite them to a one-on-one meeting so you can discuss their future with your company.

The five signs that your employee is ready to take the next step in their career are as follows:

1. They Consistently Exceed Their Goals
2. They Ask the Right Questions on “Improving Their Skills”, “Benefitting the Team”, “Career Growth” etc.
3. They are Willing to Teach Others
4. They Strive to Learn
5. They Adapt Well to New Situations

Brendan McConnell (2023) Mentioned in an Article on “Employee promotion: what you need to consider” published by **Recruiteeblogby tellents** that Promoting employees within your organization is incredibly important for retaining top talent. The reason is simple: employees want to be recognized and fairly compensated for going above and beyond. To help make this process easier, it's helpful to have a clear employee promotion policy in place.

Talentpool published an Article on Employee Promotion: The Types, Benefits, And Criteria, under the Research on “*Know What's Happening in The Recruitment World*”, wherein it has been mentioned & discovered by **Poushali Ganguly (2023)** that the success of an organization largely depends on the people who run it. Promotions is a powerful strategy for motivating employees. Employee promotion serves as a crucial milestone, symbolizing growth, recognition, and new opportunities. It is a moment when hard work and dedication are acknowledged, and individuals are entrusted with increased responsibilities. But promotion is not just a mere change in job title; it carries significant implications for both employees and organizations alike.

It has been mentioned by **Dr. Amy Marschall (2023)** in the **Spring Health** that, 4 (Four) Ways Employee Promotions Can Benefit Your Organization. Employee promotions don't just fill a gap—they nurture loyalty, enhance motivation, and ignite morale within your organization. Thus implementation of promotion has significant contribution for individual and organizational well-being.

In an Article: ‘*Everything you need to know for successful employee promotions*’ – Written by **Leapsome Team**, the all-in-one people enablement platform for driving employee engagement, performance and learning, revealed as per PwC's **Global Workforce Hopes and Fears Survey (2022)**, that in a fast-growing and dynamic organization, workloads increase and responsibilities change quickly. This means that, to meet the demands of their roles, employees must upskill and specialize; this creates a surplus of positions to fill and talent to find challenges for. Promoting an existing employee may seem like a great way to solve two problems in one move - but choosing the wrong candidate can cause complications. A bad promotion decision can be frustrating for your company and employees, wasting an opportunity to help the right person grow and develop their skill set. Since Employee promotion requires the utmost care and attention, **Leapsome Team** cover promotion types, the benefits of promoting employees, when to promote them, and what to consider for employee promotion best practices.

Why are your best employees leaving? – **Shekhar (2022)** mentioned different methods that promotions are driven and how they cause dissonance in an Article on “Why your organization's promotion process is broken and how to do it right”, published in **Medium** (1) Manager driven: This is a parliamentary debate in which the managers of different units sit in a room advocating for their team members and who should be promoted. A board of cross-functional technologists/ managers take the call on whether the work done is really worthy of a promotion. (2) Peer/360 Review: In this case, you try to get a peer review done for all your developers. Everyone gets assay on who will be the person to be promoted. Unfortunately, this is probably the worst way to organize a promotion process. (3) **Individual Driven Mode of Promotion**– This is the *invented & preferred option of Shekhar*, where each individual in question prepares his own dossier on why he should be promoted. The dossiers themselves are anonymized so that the board cannot determine whose dossier it is, effectively resulting in a double blind mode of operation. Although the manager has a half point say in it, the entire dossier is run through a skip level evaluation with a cross functional board which decides who is eligible.

Mubarak (2022), mentioned in an Article on “Determination of Career Development and Performance: Analysis of Job Promotion and Employee Transfer (Human Resource Management Literature Review) published by Dinasti Publisher in **DIJMS** (DINASTI INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE) that this article is to build a hypothesis of the influence between variables to be used in further research. The results of library research are: 1) Job Promotion has an effect on Career Development; 2) Employee Transfers have an effect on Career Development; 3) Job Promotion has an effect on Performance; 4) Employee Transfer has an effect on Performance; and 5) Career Development has an effect on Performance.

Rahman & Uddin (2022) mentioned in their Article on “The Effect of Promotion and Job Training on Job Satisfaction of Employees: An Empirical Study of the SME Sector in Bangladesh” that the success of Small & Medium Enterprises (SME) depends on its employees’ job satisfaction, as satisfied employees are likely to be more productive at the workplace and positively enhance SME business performance. Small and medium firms are the heart of the economy, and employees are the main and valuable asset for the SME firms. If SME Business Managers increase employee satisfaction, then the performance of SME will also increase in the future. This study also shows that Promotion and effective Job Training certainly enhance employees’ job satisfaction.

Garba & Idris (2021) mentioned in their Article on “Effect of Promotion on Job Satisfaction: A Study of Tertiary Institutions in Sokoto State, Nigeria” that in most of third world countries of the world, people always consider not from their brains but stomach, because of the higher rate of unemployment and dwindling nature of the economy, coupled with the over reliance on government for employment, the major source of job satisfaction in the third world countries is promotion. The Result of the Study shows that promotion has positive influence on job satisfaction and organizational goal attainment. This study recommends that promotion opportunity should be carried out objectively and offered to competent staff at the right time as that can improve job satisfaction in the work place.

Putra et al., (2021) revealed that their analysis on “Promotion of Position and Competence on Employee Performance through Job Satisfaction at the Regional People's Representative Council (DPRD)” aims to define and evaluate the influence of work promotion and skills on results through employee satisfaction at the Soppeng Regency Regional Representative Council Secretariat (DPRD) either directly or indirectly, with the intermediate variable being job satisfaction. The findings are: 1) Work promotion and competence have a direct impact on job satisfaction and performance. 2) Have an indirect effect on job promotion and performance skills by job satisfaction in this situation. More successful job promotion and a high degree of competence would further improve workers' satisfaction, which would affect the improved output of employees.

Job Satisfaction involves emotional dispositions or feelings of employees towards their jobs. This is mirrored by morale, discipline and performance (**Tasman, Siregar & Nasution, 2021**). Accordingly, **Prayogi, Koto and Arif (2019)** claimed that job satisfaction is “a pleasant emotional state in which employees view their work”. Hence, job satisfaction is the outcome of employees' feelings of how well their job meets their expectations

High performance (HP) is required in organizations to accomplish a set of objectives. With HP, individuals will exert themselves to arrest hurdles faced while executing tasks. On the contrary, individuals with low performance (LP) will give in to situations if hurdles encountered while discharging jobs (**Tasman, Siregar & Nasution, 2021**).

Human factor is the most critical resource in the lives of organizations. This factor in conjunction with a formidable human resource (HR) strategy brings about optimum Employee Performance (EP) (**Rinny, Purba, & Handiman, 2020**). Hence EP is one of the determinants of organizational performance. Notably, working conditions differ amongst organizations ranging from internal to external realities.

Job Satisfaction is an emotional disposition of employees towards their work which results from their own output (internal), and which is supported by realities that emanate from outside, on the job reality, job results, and job itself. (**Rinny, Purba, & Handiman, 2020**). This concept is complex because of its preoccupation with human emotions, perceptions as well as feelings. Individuals feel satisfied if they perceive that the compensation or rather the reward system for work done is commensurate with the labour spent. Job satisfaction is a positive emotion that an individual hold towards his job.

Haryono et al. (2020), mentioned that the aim of their study is to examine the effects of training and job promotion on work motivation and their implications on employee job performance. The results show that (a) training and promotion had a positive and significant effect on work motivation, (b) training, promotion and work motivation had a positive and significant effect on job performance but (c) work motivation did not play any significant role in mediating the effect of training and job promotion for job performance. While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance will be more productive by providing job promotions to employees. Another effort is to provide opportunities for employees to attend training

regularly. With job promotion and training, work motivation will increase, and the impact is that employee job performance will increase.

It has been discovered by **Ligare et al., (2020)**; that organizations should adhere strictly to its promotion policy, ensure promotion process is fair and that employees are promoted based on merit.

More successful job promotion and a high degree of competence improve workers' satisfaction, which affect the improved output of employees. In consideration of employee competencies and advancement of goals, workers would certainly feel respected, cared about, desired, and appreciated by managing their job capacity to achieve high performance and improve commitment (loyalty) to the company (**Yusriadi et al., 2020**). Leaders must then understand how necessary it is to consider the competence to promote roles in the spiritual advancement of employment.

Competence is a necessary element in enhancing workers' efficiency, accompanied by regular and objective promotions. Employees in the organization improve their work satisfaction, which would affect enhancing their performance (**Sahid et al., 2020; Umar et al., 2019; Yusriadi et al., 2019**).

With High Performance (HP), teamwork is reproduced among employees. For the smooth running of organizations, informed and skillful workforce is required optimally, so that Employee Performance (EP) flows up. EP entails the outcomes of an individual's task assessed at quality and quantity anchored on work standards as laid down by the organization (**Hendrich & Trianto, 2019**).

Promotion presupposes hierarchical positions that exist in organizations which allow fresh employees to pursue a career ladder from bottom to the top. Employees at the inception of their career are placed at certain ranks and over the years, they moved to the top positions with higher pay and incentives; having fulfilled certain requirements (**Magdalena & Rulyati, 2019**). These requisites are based on promotion/incentive policy of organizations. These policies and/or management discretions vary from one organization to the other.

Promotion and Job Satisfaction signifies a Precursor to High Performance. Since employees are key resources through which all the other organizational objectives are achieved, it is therefore imperative to seek how they are satisfied with their job; and to limit labour turnover and improve organizational effectiveness. One of the ways through which to ensure job satisfaction in organization is via promotion (**Tasman, Siregar & Nasution, 2021; Magdalena & Rulyati, 2019**).

Every organization in conducting its affairs needs a myriad of resources; HR is one of the most crucial elements in organizations. It influences other organizational elements and the success of organizations depends on Employees' Motivation & Satisfaction. Therefore, it is contended that promotion and job satisfaction are essential for employees to utilize themselves to accomplish high performance (**Razak, Sarpan, & Ramlan, 2018**).

Employees tend to be excited about their duties and even do more when they are promoted or when promotion is in view (**Suparina, 2018**). By implication, employees who are not getting promoted, when due are subjected not only to psychological and emotional torture, but they are at the risk of performing low in the organization. Promotion of staff in organizations has positive influences on job satisfaction (**Tasman, Siregar & Nasution, 2021**).

Human resources are the most valuable commodity of an enterprise (**Ansar et al., 2019; Rijal et al., 2019; Tamsah et al., 2020**). Resources held by a company, such as money, strategies, and computers cannot achieve optimum outcomes unless human resources with optimum efficiency back them. Promotion and Competence have direct impact on Job Satisfaction and Performance.

An employee is promoted when they receive an increase in position, compensation, duties and status within a company. In addition to a rise in responsibility and salary, it entails an improvement in position in the organization, reputation, and prestige (**Mahyudi et al., 2019**).

The term 'Promotion' has been defined by different scholars, in different ways. It means an upward review of an employee's status to higher career ladder, or it may refer to a systematic progression of an employee to higher position of authority. Accordingly, **Magdalena, (2019)** invented it as a change that increases influence (authority) and responsibility to an advanced position in organizations, accompanied by bigger obligations, status and salary. This conception is embracing all the components of career transformation.

In Tanzania's Arusha City, a study on "Effect of Promotion on Job Satisfaction among Police Officers in Tanzania" looked at how promotions affected police personnel's job satisfaction. The goal of this study was to determine how promotions affected the job satisfaction of police personnel in Arusha City. According to this study, promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction and objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate

moment to increase workplace satisfaction. It means that performance-based promotion is advocated to increase police officers' motivation and job satisfaction. (Williams & Matoka 2023)

Promotion is an essential part of an employee's job career life as it will affect his/her attachment and engagement level at the workplace. If an employee receives a timely promotion to the next seniority post, then he/she will become more motivated and satisfied with his/her job role (Lup, 2018). Sheaffer et al. (2018) stated that promotion is pivotal for organizational personnel as it helps enhance individual employee performance. Koo et al. (2020) argued that if employees perceive that there has been a lack of promotion opportunities, they might be dissatisfied with their current jobs. Tsai (2018) found that promotion is a critical success factor of employees' job satisfaction.

Today employees are considered as an asset for the organization as it is not possible for survival without them. In order to ensure that the best employee be loyal to the firm, Job satisfaction is necessary. There are various factors that can lead to Job Satisfaction: Environmental and Work related; such as pay, promotion, acknowledgement or recognition, autonomy supervisor/manager support and the work itself. The impact of these factors depends on the individual as to how much weight he gives to each factor and measures satisfaction level with each of these factors (Muhammad and Ahmed, 2017).

Promotions are made to encourage workers to perform better, boost job satisfaction, recruit and keep qualified workers, recognize and reward employee efforts, fill open positions within a business and encourage an interest in educational opportunities (Malik et al., 2015).

Laxmikanth, (2014) highlights the five basic elements of promotion such as (1) Change of *Position*: from lower position to higher position (2) Change of *Duties*: from less difficult type of work to more difficult type of work (3) Change of *Responsibility*: from lesser responsibility to greater responsibility (4) Change of *Pay*: from lower salary scale to higher salary scale (5) Change of *Title*: from lower designation to higher designation.

7. RECOMMENDATIONS

Job Satisfaction Variable has smallest influence on Employee Performance, seen from the regression coefficient. Therefore leaders need to improve employee Job Satisfaction, such as work support from colleagues and aligning the Company's Vision with the Employee's Vision.

Job Characteristic Variables have also greatest influence on Employee Performance, seen from the regression coefficient. Therefore leaders need to maintain and improve employee Job Characteristics such as creating many sales products, providing employees with opportunities for education and training so that, they can keep up with existing technological developments.

Many other factors can influence the level of Employee Performance, which may be more relevant and can influence Employee Performance, including: Work Environment, Education, Training, Leadership, Employee Work Motivation and others.

8. CONCLUSION

Promotion is more effective through Job Satisfaction rather than directly depending on performance and job characteristics. Employee Promotion plays a big role in Employee Satisfaction. It helps in employee engagement, boosts morale, reduces absenteeism, and ultimately in productivity. This is a helpful tool in reducing attrition retention. Since attrition has been a dominant problem in all companies and by practicing proper Performance Appraisals & Employee Promotion, this problem can be tackled. Further, Companies promote the deserving employees in timely intervals, since promoting equals in progress is the Best for the Business.

With better Job Promotion System, it will be possible to increase employee Job Satisfaction in the company and with an increase in matching the job characteristics with employees' knowledge & skills; it will be possible to increase employee job satisfaction in the company. Similarly, with better Job Promotion System and higher employee Job Satisfaction, the Employee Performance will improve in the company.

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