

**INFLUENCE OF STAFF PROMOTION SYSTEMS ON EMPLOYEE PERFORMANCE  
IN NAKURU COUNTY KENYA**

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**(HUMAN RESOURCE MANAGEMENT) OF**


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## DECLARATION AND APPROVAL

### Declaration by Student

I declare that this research proposal is my original work and has not been presented for a degree in this or any other university or for any other award.

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## DEDICATION

The study is specifically devoted to my devoted wife Monicah and son Trevor because of its inspiration although the study.

**Mount Kenya University**



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Sincere appreciation to God for His guidance throughout my academic journey. I would want to express appreciation toward Mount Kenya Institute for providing me with the chance to continue my education. My supervisor Dr. Jacqueline Omuya, thank you for your great unfading support and guidance in developing the research project.



## **ABSTRACT**

The Kenyan government implemented decentralization to bring services closer to people under the 2010 Constitution. This made the counties recruit employees and acquire the those who were in the former municipalities and local authorities established in the era of the old constitution. However, transition have not been easy as there have been numerous challenges raging from political, structural, legal, infrastructural as well as human resource gaps. The challenges have been a barrier to establishment and implementation of staff promotion systems which ultimately hinders employee operational efficiency. The investigation seeks for evaluate the impact of staff promotion systems on staff efficiency of Nakuru County workers. The following research goals acted as the foundation that informs the direction of the investigation; to investigate the role that performance-driven advancement systems have in the workplace on performance of Nakuru County employees; to evaluate the effect of merit-based promotion system on performance of Nakuru County employees; to evaluate the impact of competency-based promotion system on efficiency of Nakuru County staff; In aims of searching the main course of seniority-based promotion system on worker efficiency of Nakuru County workers . The analysis was solidly based on the Expectancy Theory and Social Exchange hypothesis. This research methodology encompasses qualitative as well as qualitative approaches were embraced in line with the MMRD technique. The study focused on 6,100 Nakuru County employees and 376 was chosen as a sample through the use of multi-stage selection procedures. Employee questionnaires and Key Informant (KI) interview schedules were used to gather data. To confirm validity and reliability, 30 employees from Uasin Gishu County, which is homogeneous to Nakuru County, were chosen to take part in a preliminary investigation of the research equipment' capabilities. For the purpose of analyzing the qualitative information, there was a thematic approach was employed. SPSS, was employed to do the analysis on the quantitative results. Following being paired with descriptive data, the findings of the research were made available in the form of graphical representations following the presentation. The methods of association, multivariate regression, and the Chi-square test were applied to find out the method of association among the data points. The study revealed that there was no adequate implementation of staff promotion systems in Nakuru County; based on performance ( $\mu = 2.7$ ), merit ( $\mu = 2.5$ ), competence ( $\mu = 2.5$ ) and seniority ( $\mu = 2.4$ ). This was could have the poor achievement that resulted from it of the employees as shown by the  $\mu = 2.6$ . This was characterized by little employee motivation and morale to assist in the accomplishment of the purposes and targets that have been established generally in the county, low employee loyalty, non-collaboration among colleagues as well as low loyalty and staff retention. County governments need to develop and execute effective promotion systems that adapt to changing workforce dynamics, human resource practices, and employee welfare to ensure quality services to citizens.

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## **LIST OF ACRONYMES AND ABBREVIATIONS**

|                |   |  |
|----------------|---|--|
| <b>CBA</b>     | : | Collective Bargaining Agreements                         |
| <b>ERC</b>     | : | Ethical Review Committee                                 |
| <b>ILO</b>     | : | International Labour Organization                        |
| <b>KIs</b>     | : | Key Informants   |
| <b>MMRD</b>    | : | Mixed Methods Research Design                            |
| <b>NACOSTI</b> | : | National Commission for Science, Technology & Innovation |
| <b>SPSS</b>    | : | Statistical Package for Social Sciences                  |



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Employee performance within the segmented framework of public sector organizations is a crucial element that underpins organizational success. The primary aspect of this process is promotion, a crucial element that delineates both the conduct and motivation present within the employee environment, as well as the contentment with the selected career trajectory.

This system is a promotion framework that signifies an organization's formal dedication to fulfilling labor obligations by extending responsibilities, augmenting salaries, and broadening career opportunities.

Effective and initiator promotion systems are effective workplace motivators, as this article demonstrates. These assist employees in establishing a work-related purpose by articulating a coherent vision of potential career progression, hence sustaining their motivation to perform. This is particularly advantageous in the lower tiers of public organizations, such as government agencies, where citizen satisfaction hinges on the quality of service provided.

It transcends mere promotion methods, which are universally acknowledged as essential elements of company and organizational strategies. It functions as the primary method for talent acquisition, development, and management, all designed to enhance performance. This is particularly significant in public sector organizations due to the necessity for employees to function under conditions of shortage. In such environments, a primary objective of public policy and program implementation is to attain high individual performance; thus, the

relationship between the two becomes evident. Consequently, it is essential to motivate employees by utilizing clear interdependent progression pathways.

Well-structured promotion schemes provide an additional benefit of professional development. The formal position delineates a series of career stages that specify the possibilities for cultivating a comprehensive array of skills, augmenting knowledge, and obtaining competencies to address organizational difficulties as an employee ascends the hierarchy. Moreover, when this transpires, accompanied by transparency in all promotion systems, promotion can genuinely enhance the overall health of the business, particularly with the perceived equity in the allocation of career advancement opportunities. Consequently, employees who understand the activities that facilitate their advancement and perceive operations as equitable and impartial are significantly more inclined to invest themselves in their work.

Nonetheless, the process of implementing effective staff promotion rules and procedures is sometimes fraught with numerous challenges. The promotion of employees is a crucial element influencing the efficacy of such systems, encompassing factors such as the fairness of promotion criteria, the transparency of the promotion process, and the alignment of promotions with the actual performance of the promoted employees. Inadequate management of these factors is likely to result in significant adverse consequences, so undermining the happiness of staff members and patients, fostering demoralization, and diminishing perceived equity. These adverse results impact both individual performance and involvement with corporate objectives.

These issues are particularly significant concerning the Kenyan county administrations, where essential activities have been devolved, resulting in both opportunities and challenges related to human capital development and service delivery. Advancing efficient operational processes

may subsequently cultivate a motivated and proficient staff capable of navigating the heightened complexities of governance. Other issues, however, cause numerous county governments to contend with equitable promotion policies. This challenge is exacerbated by circumstances such as political intervention, inadequate resources, and intensified systemic issues, which diminish worker morale.

It is essential to undertake some critical measures when addressing these difficulties. Initially, a procedure must be established to enhance governance standards and augment the accountability of organizational entities about their public service delivery. It entails the establishment and execution of defined and measurable criteria for promotions, along with the comprehensive application of those criteria across all organizational units. Secondly, adequate resources must be accessible to fund promotional systems and the development of national capability necessary for the operation of these systems.

Furthermore, further research is necessary to examine how staff promotions influence employee performance, particularly among Kenyan county governments. This understanding would facilitate the recommendation and implementation of promotional programs aligned with the organization's objectives within the public sector context.

Consequently, the constructive approach provides public sector institutions with guidance on prioritizing the development of an effective promotion system. This entails establishing a transparent promotion hierarchy, implementing a contractually sound assessment methodology, and doing regular follow-ups with employees concerning their promoting opportunities. Organizations should mitigate instances of political interference and augment the elements that foster merit-based promotions.

The civil service in Kenya can cultivate an environment capable of enhancing productivity to achieve or surpass institutional and national objectives through these advances. This fosters an environment conducive to success, benefiting both the organization and individuals dependent on public services. When a correlation exists between performance and the promotional expectations set by employees, they are inclined to exert greater effort and strive to meet their clients' needs.

Enhancing processes inside public sector institutions to achieve greater efficacy necessitates more than mere employee satisfaction and performance. This pertains to the broader discourse on enhancing government services, increasing their responsiveness, and prioritizing citizens. By meticulously evaluating our methods of work appraisal and performance management, the nature of public institutions that individuals may establish is improved, simultaneously providing rewarding career opportunities for those seeking employment in the public sector. The following section of the research presents global, regional, and local viewpoints on staff promotion methods and their effects on employee performance.

### **1.1.1 Global**

Employee promotion concerns highlight the International Labor Organization's significant impact on worldwide trends in promotional concepts across many cultures and economies. International pressures for the adoption of best practices reflect a growing recognition of the significance of well-defined promotional systems for organizational efficacy and employee training. This research examines the Makassar provincial headquarters in Indonesia to elucidate the impact of promotions on individual development within the organization. Upon promotion to administrators, individuals receive a suite of advantages alongside obligations

that extend beyond the mere alteration of title. These promotions entail increased decisionmaking duties, elevated positions within the organizational structure, and enhanced opportunities for further advancement. In this context, promotions are also multilateral, serving as a significant incentive for exceptional performance and engagement. The primary focus is the concept of strategic human resource development, which involves cultivating sustainable employee capabilities necessary for the firm. Career management activities are structured pathways that enable people to gain significant expertise in performing organizational responsibilities at elevated hierarchical levels. Such programs typically expose professionals to broader operational domains and contingency tasks within an organization, compelling them to assume greater responsibility. The intricacy of these promotional roles has escalated, necessitating increased dedication to the profession. Employees should actively pursue methods to enhance their knowledge, adapt, and develop their skills to meet the increased tasks and obligations anticipated of them. This creates a virtuous cycle whereby promotional chances foster professional advancement, thus preparing people for future promotions. A 'systematic' approach to career advancement also benefits the organization by improving employee capability and motivation, enabling them to more successfully achieve strategic organizational objectives.

### **1.1.2 Regional**

Employee promotion procedures and work satisfaction are intricate phenomena in the modern business landscape, particularly in Africa, and the examination of these topics provides intriguing insights into the prevailing dynamics of organizational success. Garba and Idris (2021) previously examined the civil personnel in higher learning institutions in Sokoto, Nigeria, and determined that promoting chances are significantly correlated with employee

satisfaction levels. Their study demonstrated that structured promotion processes inside educational institutions enhance staff morale, hence improving institutional performance. The Nigerian experience highlights that motivation, or its absence, affects employee drive and overall organizational performance; thus, staff motivation is essential for organizational development.

The transformations in Rwanda, particularly during the genocide, have undergone significant evolution in the administration of the post-genocide public sector, notably in the historical context of organizations aimed at fostering employee career development. The Rwanda Management Institute demonstrates how the Rwandan government has used merit as the foundation of public sector advancement. Rwanda has integrated continual professional development into its promotion process, which is viewed as sequential and linked to competency and advancement. This methodical approach has been highly effective in various domains, including the retention of employee motivation inside the institution and improved efficiency among governmental organizations.

The analysis of the Ethiopian instance, utilizing research data from Addis Ababa University, indicates that heightened economic expansion influences the promotion methods of both state and private firms. The Ethiopian organizations have therefore modified traditional principles into unique methods for enhancing employee relations by combining standard hierarchical organizational frameworks with modern structures that require promotions based on performance evaluations. Their experience illustrates how cultural and economic development elements might impact promotional procedures, particularly with the notion of collectivism alongside the contemporary merit system.

These regional viewpoints underscore numerous critical aspects regarding the promotion and happiness of personnel inside African institutions. Employee morale is likely a critical factor in corporate success that must be managed through well-coordinated promotional channels. Promotion must, however, be accompanied with staff development and other managerial enhancements within businesses. Employee satisfaction favorably influences organizational performance, making promotion systems crucial to this achievement. Additionally, training and assistance are consistently pertinent in promotion systems as they enhance organizational success objectives. These three nations have observed that while the core principles of the enhancement of employee and staff happiness exhibit minimal variation, the tactics must be culturally aligned with the respective countries. Effective promotion systems in these countries exhibit common characteristics: a well defined promotion ladder, constant training initiatives, and adequate support provided to employees. These results indicate that for an organization to achieve elevated employee happiness and enhance overall institutional performance, it must invest not just in promotion mechanisms but also in the comprehensive development of its workers.

### **1.1.3 Local**

Devolved governance systems in Africa have developed throughout the years, influencing how public institutions manage employee promotion and service delivery. It is noteworthy to concur with Kyalo, Kimeli, and Evans (2017) that the 2010 Constitution of Kenya established a comprehensive framework for devolution, delegating essential service delivery responsibilities to the counties. The devolved activities encompass health, county operations, technical and vocational training, development, early childhood education, land and physical planning, and

agriculture. This structural transformation has simultaneously introduced new challenges and opportunities for the management of Workers Promotion in the county governments.

This research highlights that Uganda offers valuable insights about the management of decentralization, employee promotion, and service provision. The district administration, under the Local Governments Act, elucidates how other district administrations perform analogous devolved tasks to those of the counties in Kenya. Researchers from Makerere University, while examining the phenomenon of Employee Promotion, report that districts in Uganda have implemented new strategies to enhance performance by promoting specific employees in sectors such as health and education, where a performance-based promotion system has been established.

In Tanzania, the Local Government Reform Programme has transformed the approach of regional authorities on staff advancement and training. Research on the decentralized system of The University of Dar es Salaam indicates that it incorporates pre-service and in-service training, Continued Professional Development, and promotions. Tanzanian local governments have demonstrated considerable proficiency in formulating promotion programs that integrate performance metrics with local capacity prerequisites, especially in sectors such as agriculture and physical infrastructure.

An intriguing case is the approach of devolved governments on the promotion processes of their employees, specifically the metropolitan municipalities in South Africa. Post-apartheid changes have established a complex framework for local governance, wherein municipalities undertake roles analogous to those of Kenyan counties. Garba and Idris (2021) conducted a study demonstrating that South African cities have implemented promotion systems that

integrate capabilities with transformation agendas, particularly in urban planning and public works management.

An analysis of the regional government system in Morocco reveals how decentralized systems in North Africa address employee advancement issues. They function similarly to Kenyan counties, with tasks like healthcare, education, and infrastructure development. The regional governments of Morocco have implemented promotional methods that encompass competency-based professional development and performance evaluation, particularly in technical domains such as urban and land use planning and public engineering.

The varied regional experiences highlight the following essential considerations for employee advancement in devolved administrations. Effective promotion procedures must align with the responsibilities assigned to local authorities to ensure that promotions improve organizational performance. Secondly, when local governments oversee complex technical operations, such as healthcare service and infrastructure, sometimes via contracts or subcontracts with professional associations or third-party organizations, formal continuous professional education becomes essential. Third, promotion processes must consider merit, necessity, and potential for development at regional and local levels.

The comparison of various African countries reveals that, although devolved functions may encompass similar coupled strategies, it is essential to adopt ways that are attuned to locally coherent systems that facilitate employee promotion and growth. Successful promotion systems in these countries exhibit common characteristics: quantifiable performance, essential and efficient components for capacity development, and clear alignment with the country's development objectives. These conclusions suggest that the devolved governments should

finance robust promotion systems that not only motivate employees but also empower them to efficiently provide essential public services.

#### **1.1.4 Staff Promotion Systems**

Promotion according to Rao (2014) considers promotion is the process by which an employee moves up the organizational ladder and receives better working conditions, more responsibility, and a higher salary. Sharma et al. (2012) examined marketing taken into consideration from the standpoint of the employing authority as well as the employee. From one perspective, promotion meant moving up from one of the lesser grades or classes in the military to one of the more senior ones with more duties and responsibilities and a larger compensation. From another perspective, it meant placing the most qualified employees in the service in higher positions.

DeCenzo, Robbins and Verhulst (2016) draws attention to the five pillars of advancement, including: an adjustment in location, from an entry-level to a better one; Switching from easier to harder tasks; Transition between a lower to a higher level of obligation; Compensation adjustment, from an inferior to more lucrative range; Rank shift, between lesser to more prestigious rank. DeCenzo et al (2016) went further to outline the 3 principles of promotion; Seniority Principle, which they believe is based on how long an individual has been there; The second premise is merit, which is decided by an employee's credentials and accomplishments based on the department head's subjective assessment, a written, oral, or combination of both promotional examinations, and an efficiency rating; The third concept, known as security-cum-merit, states that promotions should be granted based on an employee's qualifications and accomplishments in addition to their duration of service.

There are several employee promotion systems that can be implemented. Performance-Based Promotions is manifested by many organizations who tie promotions directly to performance evaluations (Schleu, Krumm, Zerres & Hüffmeier, 2023). Employees who consistently exceed expectations, meet targets, and demonstrate leadership qualities are often considered for promotions. Performance reviews the occurrence of which normally takes place on a regular basis, such as regularly or semi-annually, and promotions may follow these evaluations. Merit-Based Promotions focus on recognizing and rewarding employees based on their skills, accomplishments, and contributions to the organization rather than seniority or tenure alone (Ma, Tang & Yan, 2015). This system encourages employees to strive for excellence and rewards those who stand out. Competency-Based Promotions as opined by Jotikasthira (2015), some organizations have competency frameworks that outline the skills, knowledge, and behaviors required for each level or role within the organization. Employees are assessed against these competencies, and promotions are awarded to those who demonstrate the required competencies for the next level.

A cited by Cirone, Cox and Fiva (2021) seniority-Based Promotions systems is where employees are promoted based on their length of service or tenure with the organization. While this approach rewards loyalty and experience, it may not always align with merit or performance. Training and Development is crucial because When workers are provided with chances for instruction and growth, it not only helps them learn unfamiliar abilities and knowledge, but it also benefits the company but also prepares them for future roles and responsibilities within the organization. In some cases, a 360-Degree Feedback employee appraisal is used where feedback is collected compared to a wide variety of information, such

as superiors, coworkers, subordinates, and even consumers or consumers, in order to deliver a thorough evaluation of a worker's accomplishments and advancement eligibility.

### **1.1.5 Employee Performance**

Employee behavior, consequences, and results that follow from applying specific competences to job duties and that are assessed using various metrics are collectively referred to as employee performance (Hameed & Waheed, 2017). The most valuable asset that any corporation can have is its personnel (Brayfield & Crockett, 2019). Employees that perform well add to the effectiveness and prosperity of the company. As a result, companies must develop methods to achieve both the success of the business and employee performance (McAfee & Champagne, 2019). In order for an employee to perform well, they must be effective both individually and collectively within a given time frame when completing tasks in relation to a variety of options, such as mutually agreed-upon work standards, targets, or set criteria. Consequently, achieving goals is among the most important ((Dabic and Moeller, 2021).

Frederick and Stephen (2018) assert that employee performance is evaluated in relation to the organization's performance standards. Numerous indicators, such as Quality, efficiency, economic viability, efficacy, and worker efficiency, can be used to assess performance. Employees are the most precious resource available to any business, enterprise, or organization. Any company firm's ability to survive depends on the effectiveness of its workers (Claus & Briscoe, 2019). Furthermore, productive workers involved to the success and efficiency of the company. Worker efficiency is therefore crucial for businesses, and creating plans to boost and enhance staff performance is crucial. The study employed a set of metrics to evaluate employee performance, including timeliness, customer service volume, target

attainment, employee initiative, and work quality. Establishing goals for employees is a crucial strategy (Meyer, Morin & Brunelle, 2021)

Employees and their immediate manager or supervisor typically work together to develop goals for themselves (Monden & Hamada, 2022). Benchmarks should be used to evaluate development, and supervisors might offer guidance to assist workers determine the professional growth and skill sets necessary to move closer to their objectives. Only workers who reported insufficient amounts of controlled inspiration along with elevated levels of independence of thought were shown to have a correlation between their own initiative and success on the job. (Chan & Wyatt, 2017). Higher evaluations of aggressive conduct were seen among individuals with a great deal of charitable activities drive as well as low levels of adverse empathy, suggesting that these personality traits impact both proactive behaviors and supervisory judgments of worker performance. Positive outcomes are not always the result of personal effort, particularly when it is paired with inadequate abilities (Saad, Samah & Juhdi, 2020)

#### **1.1.6 Nakuru County Government**

The 2010 Kenyan Constitution delineates the Republic of Kenya into 47 jurisdictions, including Nakuru County, designated by Code 032. Agriculture, commerce, tourism, and financial services provide the primary sources of income for the local population. Nakuru County consists of eleven sub-counties: Kuresoi North, Kuresoi South, Rongai, Bahati, Subukia, Gilgil, Naivasha, Molo, Njoro, and the eastern and western regions of the county. The personnel across all levels is notably diversified, with the upper echelon comprising county directors, chief officers, sub-county administration officers, and ward administration officers.

The county administration is responsible for executing delegated functions via various operational departments, supported by people and subordinates in service delivery.

Nonetheless, the implementation of these functions encounters numerous hurdles. It is concerning that counties such as Nakuru encounter challenges in enhancing the capabilities of their staff to proficiently administer devolved tasks. Additionally, this encompasses a deficiency of proficient personnel, restricted resources for training and development, and insufficient infrastructure for service provision (Mwaniki & Wanjugu, 2021). Consequently, another difficulty is the difficulties in intergovernmental cooperation between county and national administrations. Facilitating coordination between the two tiers of government has proven challenging, resulting in disputes on roles, responsibilities, and resource distribution. Enhanced teamwork and communication are essential for the effective execution of devolved functions (Manyala, 2021). Additionally, instances of corruption and mismanagement have been documented in certain county governments, resulting in the misallocation of finances and inefficiencies in service provision. Furthermore, tackling governance concerns and fostering accountability and openness are crucial for alleviating these challenges.

Numerous counties, including Nakuru, are deficient in infrastructure and resources necessary for providing critical services such as public transportation, healthcare, and education (Mohammed, 2021). Moreover, restricted access to healthcare facilities, substandard road infrastructure, and insufficient educational institutions are prevalent difficulties confronting counties. As a result, inequitable growth is evident in the discrepancies between counties, with certain regions falling behind in infrastructure, healthcare, education, and economic prospects. Addressing these gaps and fostering equitable growth across counties presents a substantial challenge.

Nonetheless, as posited by Makwae (2021), the legal and institutional framework for devolution remains in flux, resulting in uncertainties and disagreements about the interpretation and execution of devolved functions. Furthermore, delineating roles, duties, and legal frameworks is crucial for ensuring effective governance at the county level. Moreover, political dynamics and rivalries within counties have occasionally obstructed the proper execution of delegated tasks. Thus, political meddling, inconsistent leadership, and power conflicts have presented obstacles to governance and service provision.

In this setting, the significance of employee advancement schemes is paramount. Efficient promotion mechanisms are essential for cultivating a motivated, skilled, and experienced workforce capable of managing governance challenges and addressing citizen needs. Additionally, by establishing explicit career advancement pathways, equitable and transparent promotion standards, and chances for professional growth, counties may cultivate a culture of success and guarantee that their workforce remains dedicated to organizational objectives.

Research indicates that numerous county administrations in Kenya, including Nakuru, encounter difficulties in executing effective promotional strategies. A study conducted by Marti, Njenga, and James (2022) indicated that promotion, development chances, and employee rewards in Nakuru County are comparatively low at 38.7%. This indicates substantial deficiencies in the county's capacity to acknowledge and incentivize its highperforming personnel, thereby undermining morale, productivity, and overall service delivery.

A multifaceted approach is required to tackle these challenges. County governments must prioritize the establishment of robust and equitable promotion procedures that align with their organizational objectives and performance standards. To ensure that employees perceive the

system as legitimate and merit-based, these policies must be transparent, fair, and consistently enforced. Consequently, it is essential for counties to engage in the professional development of their employees by providing opportunities for skill building, mentorship, and exposure to new responsibilities. Consequently, counties can cultivate a workforce that is more versatile and responsive, so enhancing their capacity to address the evolving demands of devolved administration through the upskilling of their personnel. Counties should promote a culture of transparent criticism, open dialogue, and collaboration between staff and management. This can cultivate a culture of trust and ownership, wherein employees feel valued and empowered to contribute to the company's success.

Counties should also address broader challenges of devolution, such as improving intergovernmental coordination, strengthening governance frameworks, and ensuring equitable resource distribution. Consequently, counties can cultivate an environment that bolsters the development of their promotional systems and improves the overall effectiveness of service delivery by tackling these systemic issues. County governments in Kenya, such as Nakuru, may optimize their workforce potential, foster a culture of achievement, and ultimately deliver more effective and responsive services to their constituents by prioritizing the establishment of efficient employee promotion systems. Moreover, this can subsequently bolster the nation's comprehensive socioeconomic advancement and strengthen the foundations of devolution.

## **1.2 Statement of Problem**

Following the enactment of the Kenyan Constitution in 2010, critical responsibilities have been decentralized to the County Administrations, aimed at serving the public comprehensively.

The provision of these services has several problems, including political, structural, legal, infrastructural, and notably, workforce-related issues. Confronting these difficulties necessitates coordinated efforts from both national and local governments, alongside collaboration with stakeholders and development partners. Fortifying governance frameworks, augmenting accountability, elevating financial support for counties, and advancing capacity development are crucial for actualizing the complete potential of devolution in Kenya. Employee promotion is essential for cultivating a competent, highperforming, and seasoned team. Nonetheless, problems impede the efficient implementation of employee promotion processes, including insufficient openness and fairness, political meddling, and various human resource deficiencies within the counties. A study conducted by Marti, Njenga, and James (2022) indicated that promotion, development possibilities, and employee rewards in Nakuru County are deficient, at 38.7%. Although employee promotion is acknowledged as a crucial factor in motivating employees for enhanced productivity, there is a paucity of studies examining the specific effects of local administration's personnel advancement programs on worker productivity. Prior studies have concentrated on HR practices and employee satisfaction (Gachie, 2016; Maina and Kwasira, 2015), although the precise correlation between promotion processes and employee performance within Kenyan county governments remains significantly under-researched. The deficiency in the literature offers a chance to undertake a study that will yield in-depth understanding of the intricate relationship between staff promotion systems and employee performance, assisting organizations in formulating and executing effective promotion strategies to enhance workforce productivity and organizational success.

### **1.3 Purpose of the Study**

The research set out to determine the consequences of influence promotion systems on worker output in Nakuru region, Kenya.

## **1.4 Research Objectives**

### **1.4.1 Broad Objectives**

The broad purpose of the research was to evaluate the impact of staff promotion systems on employee performance in Nakuru County, Kenya.

### **1.4.2 Specific Objectives**

The precise goals served as the basis for the research;

- i. To examine the effect of efficiency-based promotion systems on staff efficiency in Nakuru County, Kenya.
- ii. To assess the consequences of merit-based promotion systems on worker operational efficiency in Nakuru County, Kenya.
- iii. To appraise the collusion of competency-based promotions system on staff operations in Nakuru County, Kenya.
- iv. To have an influential decision of seniority-based promotion systems on worker productivity in Nakuru County, Kenya.

## **1.5 Research Questions**

The following inquiries were developed based on the aforementioned aims.;

i. What is the end result of performance-based promotion systems on staff operations in Nakuru County, Kenya? ii. What is the outcome of merit-based promotion systems on workers efficiency in

Nakuru County, Kenya?

iii. What is the sequel of competency-based promotion systems on professional conducting Nakuru County, Kenya?

iv. What is the impact of seniority-based promotion systems on workers productivity in Nakuru County, Kenya?

### **1.6 Significance of the study**

The study focuses on staff promotion mechanisms that, if significantly improved, can substantially impact the efficiency and productivity of any County administration. An understanding of how different kinds of promotion influence employee motivation, productivity, and performance would benefit not only Nakuru County but also aid other similar organizations in developing promotion strategies that align with their strategic plans and objectives. This study aids in formulating effective suggestions for selecting appropriate promotion system designs and implementation methodologies. This can assist establishments in sustaining essential competitiveness by adapting promotional techniques according to prevailing market conditions or forces, while also contemplating modifications to personnel composition.

The leadership and policymakers shall ensure the wellbeing of this research disclosure for strategic alignment. This will demonstrate how organizational administrative units and similar entities can implement an effective employee promotion system aligned with the organization's

objectives and culture. Analyzing the effects of promotion systems on performance allows the organization to ascertain that the promotion guidelines and procedures employed are advantageous to the company's objectives and foster optimal standards among personnel.

Employees in County government, like those in other comparable organizations, will profit as effective promotional methods enhance their morale. How might examining their impact on performance assist in determining promotion criteria based on merit, seniority, competence, or performance? A well-structured employee promotion system is recognized as beneficial for enhancing morale, happiness, and dedication inside an organization.

The existing literature is informed by study findings on staff promotion procedures and their impact on performance, serving as a reference and benchmark for best practices. The knowledge produced in this study is significantly advantageous to researchers and academics in the subject of human resource management.

### **1.7 Scope of the Study**

This research project seeks to provide a comprehensive examination of the relationship between staff promotion systems and employee performance in Nakuru County, Kenya, for a period of 2.5 years from January 2021 to June 2023. They encompass performance-based promotions, merit-based promotions, competency-based promotions, and seniority-based promotions. The findings provide a comprehensive understanding of the advantages and disadvantages of various promotional tactics that could assist firms in improving their talent management systems.

### **1.8 Limitation of the Study**

The design and execution of this study included a number of limitations that should be taken into consideration when evaluating the findings. The study was limited to staff promotion systems and employee performance in Nakuru County, thus presenting challenges in generalizing the findings. The findings are valuable however significantly constrained in their generalizability beyond county government organizations or analogous environments due to heightened sensitivity to the geographical and institutional context.

Consequently, given that county governments operate under distinct organizational structures, legal obligations, and commercial processes, it must be acknowledged that the generalizability of the findings is considerably restricted. Any organization intending to utilize these findings should evaluate the degree to which the institutional context aligns with the Nakuru County government prior to implementation.

A significant problem was the complexity arising from the discretion of human resources data in many public agencies. Due to the sensitive nature of promotion-related information and employment performance statistics, some respondents may have withheld complete information out of fear of repercussions or victimization. This may have impeded the study by potentially restricting the honesty of the responses, so distorting the results obtained.

Consequently, it is essential to interpret these findings solely within the framework of the study and acknowledge the inherent gaps in the data collection owing to institutional considerations. Potential limitations of the research may be addressed in the future by broadening the geographical scope and enhancing measures for respondent anonymity and receptiveness.

### **1.9 Delimitation of the Study**

To enhance the validity and reliability of this research, suitable methodological choices and measurements that augment the study's methodological toolkit were utilized. The research employed methods of scientific independence to establish a suitable framework for data collection and analysis, which also validated the sample size for the target population. The epistemological rigor was essential in abstracting the research findings for policy application in analogous contexts. A key assumption of the study involved the deliberate establishment of rapport with the respondents. Based on study experiences, cultivating a pleasant relationship with participants is essential for obtaining valuable and thorough responses, in contrast to situations with minimal or no rapport. The researcher intentionally endeavored to create these working relationships to overcome potential barriers to communication and data collecting, as information regarding promotion-sensitive matters in the public sector was notably more delicate. Through the implementation of methodological choices and relationship-building activities, the study was executed with a high degree of scientific relevance while maintaining its scientific integrity. The sample methods, together with enhanced rapport with respondents, allowed the researchers to obtain pertinent data regarding staff advancement and its impact on performance. These limits effectively mitigated potential research constraints and enhanced the quality of the study's findings, establishing a foundation for understanding the promotion processes inside county government structures.

### **1.10 Assumptions of the Study**

The data collection and analysis procedures for this study were framed by certain assumptions regarding the participants' undue inducement and the veracity of their testimonies. The researcher first assumed that participants would provide comments aligned with their experiences and perceptions of the workplace. This presumption was significant as

it fostered a positive assumption of non-fraud, hence yielding more credible and reliable outcomes in the study.

The primary assumption underlying the research was that respondents possessed adequate knowledge regarding their work environment, conditions, and organizational processes to offer valuable insights into the implemented promotion systems and their performance implications. The survey anticipated that participants would formulate their responses to the research questions based on their actual experiences in the workplace. The presumption extended to their willingness to discuss both the positive and negative aspects of the work environment, particularly about promotion procedures and productivity.

The reliability of data obtained from participants was considered essential for the study's validity and quality, based on the researcher's assumptions regarding the veracity of the information gathered from the sample, which was believed to represent typical circumstances and experiences within the county government context. This assumption underpinned the creation of the current research methodology and established the framework for data collection and analysis.

## 1.11 Operational Definition of Terms

**Performance-Based Promotions** : This is the mechanism applied by organizations to promote their employees on the basis of consistently exceeding expectations, meeting targets and demonstrating leadership qualities.

**Merit-Based Promotions** : This occurs when employees are to strive for excellence and rewards so as to stand a better chance of being promoted based on their skills, accomplishments, and contributions to the organization rather than seniority or tenure alone.

**Competency-Based Promotions** : Employees are assessed against their proficiency in implementing their skills and knowledge in executing the tasks assigned to them and promotions are awarded to those who demonstrate the required capabilities for the next level.

**Seniority-Based Promotions** : Employees are promoted based on their length of service or tenure within the organization as a recognition for loyalty and experience.

**Employee Performance** : This denotes the degree of productivity, effectiveness and contribution that an individual employee makes towards achieving their company's aims and purposes. This is attained by the ability to meet job requirements, achieve targets, fulfill responsibilities, collaborate with colleagues, and demonstrate behaviors aligned with the organization's values and culture.

## LITERATURE REVIEW

### 2.0 Introduction

This section examines the impact of staff promotion procedures on employee performance. These promotion methods consist of an efficiency-based support mechanism, merit-based support techniques, a competency-based promotion system, and a seniority-based promotion system. The theoretical framework is offered, elucidating the two study theories: Expectancy Theory and Social Exchange Theory. The conceptual framework presented illustrates the relationship among the research variables. A summary of the examined literature is provided.

### 2.1 Effect of Staff Promotion Systems on Employee Performance

The staff promotion system within an organization can might greatly impact worker performance as a result of motivation and goal setting (Asaari, Desa & Subramaniam, 2019). A well-designed promotion system can motivate employees to perform at their best by providing clear goals and objectives to strive for. The prospect of advancement can incentivize employees to excel in their current roles and pursue opportunities for growth and development. Ndungu (2017) asserts that promotion that entails recognition and reward for employees' contributions, achievements, and commitment to the organization validates employees' efforts and dedication, boosting their morale, job satisfaction, and overall engagement. Setyawati and Rianto (2022) postulates that promotion systems offer employees a clear path for career progression and advancement within the organization. By providing opportunities for upward mobility, employees are motivated to enhance their skills, acquire new competencies, and take on greater responsibilities, leading to continuous professional growth and development.

A fair and transparent promotion system can help organizations retain top talent by demonstrating a commitment to recognizing and rewarding employees based on merit and performance (Yeswa & Ombui, 2019). By offering opportunities for advancement from within, organizations can retain motivated and high-performing employees, reducing turnover and talent acquisition costs. According to Yoon and Sengupta (2019), employees who are motivated by the prospect of promotion are likely to demonstrate higher levels of performance and productivity in their roles. The anticipation of career advancement can drive employees to set ambitious goals, take initiative and go above and beyond in their responsibilities, leading to improved organizational performance and results.

Jahanshahi and Bhattacharjee (2020) assert that promotion system that rewards merit and performance fosters a healthy competition and collaboration among employees, encouraging them to strive for excellence and outperform their peers. At the same time, it promotes collaboration and knowledge sharing, as employees are motivated to support each other's success. According to Ize (2023), to preserve employee trust, morale, and happiness, the promotion process must be fair and transparent.

### **2.1.1 Performance-Based Promotion System and Employee Performance**

A performance-based support mechanism of advancing employees within an organization based on their demonstrated skills, abilities, accomplishments, and contributions to the organization's objectives. Performance-based systems emphasize meritocracy, rewarding employees for their performance and achievements. As asserted by Houle (2016), if an organization establishes a performance management system that is well-crafted and executed

to incorporate the best management practices that focuses on efficacy, fairness, and marketdriven initiatives employees' performance increases significantly.

Matic and Mirica (2020) conducted a study to investigate the necessity for the promotion system to have a clear performance techniques was underlined by work output and standard methods for career development and promotion for main staff. In a performance-based promotion system, straightforward and unbiased standards are established in order to assess how well workers are doing. These requirements may include factors such as job knowledge, skills, productivity, quality of work, teamwork, leadership abilities as well as adherence to deadlines and organizational values and goals.

A study was conducted by Kihama, J. W., & Wainaina, L. (2019) on the response from performance reviews and worker efficiency within the water and sewage corporation in Kiambu County emphasized on the need for regular performance evaluation and goal setting and feedback. Employees' performance is regularly assessed against the established criteria, often through performance reviews or evaluations conducted by managers or supervisors. These evaluations may occur annually, semi-annually, quarterly, or more frequently, depending on organizational practices. Employees typically set performance goals aligned with organizational objectives and receive regular feedback on their progress. Employees that receive this feedback are better able to comprehend expectations, spot areas for growth, and make the required changes to reach their objectives. Another important aspect for performance-based promotion system is the performance ratings or scores. Based on the findings of their evaluations, employers may award performance ratings or scores to employees. These ratings serve as a quantitative measure of employees' performance and may affect promotion decisions.

### **2.1.2 Merit-Based Promotion System and Employee performance**

The merit criteria of promoting Ma, Tang and Yan (2015) conducted a study in China on merit-based as crucial promotion channel for public employees. They emphasized on the need for companies to set up objective, lucid standards for determining whether an employee is deserving of a promotion. These requirements could include things like knowledge, experience, leadership qualities, creative problem-solving skills, and alignment with the mission and values of the company. Managers or supervisors should conduct performance evaluations or reviews on a regular basis to compare the work of employees to the defined merit criteria. To give a thorough appraisal of an employee's merit, performance reviews may include ratings from peers, supervisors, and the individual themselves.

Workers who regularly perform above and above expectations, show exceptional performance, and make a substantial contribution to the success of the company are acknowledged and given consideration for promotion. Accomplishments could be exceeding performance targets, accepting more responsibility, completing projects with great quality, and exhibiting leadership traits. According to a study conducted in Muranga County by Ngatia (2014), since county government workers place a high value on recognition as a form of incentive, it has a substantial impact on their job happiness and, eventually, their output.

Ratemo, Bula and Felistus (2021) asserted that when promotion opportunities arise, eligible candidates who have demonstrated exceptional merit are considered for advancement. Promotion decisions are based on objective assessments of employees' merit, qualifications, and potential to succeed in higher-level roles. When organizations use career development to significantly increase employee performance, they attain a high level of organizational

effectiveness. Promotions at work allow employees to pick up new abilities. Therefore, in order to enhance employees' general competency skills, management should take into account their leadership qualities, attitude, and prior performance while promoting workers.

A study was conducted by Lafuente, Araya, and Leiva (2022) considering the 'benefit of the doubt' model to assessment of local competitiveness of employees in the Costa Rican counties in line with competitive selection process. In a merit-based promotion system, promotion decisions are typically made through a competitive selection process. Candidates compete based on their merit and qualifications and the most deserving candidates are selected for promotion based on their demonstrated performance and potential. Merit-based promotion system rewards employees for their individual merit, achievements, and contributions to organizational success, fosters a culture of excellence and accountability, and supports employees' career advancement aspirations based on their demonstrated performance and potential

### **2.1.3 Effect of Competency-Based Promotion System on Employee Performance**

A competency-based promotion system is a method of advancing employees within an organization based on their demonstration of specific competencies or skills deemed essential for success in higher-level roles (Hawley, Romain, Orr, Molgaard & Kabler, 2017). Unlike traditional promotion systems that may focus solely on tenure or performance, competencybased promotion systems emphasize the development and assessment of specific skills and abilities required for job effectiveness.

Skrinjaric and Domadenik (2020) conducted a study that looked at the importance of key competencies in business performance shed light on the necessity for firms to set up systems

for identifying core competencies. The organization needs identify a set of core competencies or skills that are critical for success across various roles and levels within the organization. These competencies may include technical skills, leadership abilities, problem-solving skills, communication skills, teamwork, adaptability, and other relevant attributes. Employees' competencies should be assessed through various methods, such as competency-based interviews, skills assessments, performance evaluations, 360-degree feedback, and selfassessments. These assessments help identify employees' strengths and areas for development related to the core competencies.

A study by Brodeur, Higgins, Galindo-Gonzalez, Craig, and Haile (2018) discussed in detail how to create a new county extension personnel training program that is competency-based as a means of developing competency. Employees are provided with opportunities for competency development to enhance their skills and capabilities in alignment with the identified core competencies. Developmental activities may include training programs, workshops, coaching, mentoring, on-the-job experiences, and other learning opportunities tailored to employees' individual development needs. This sets precedence to a viable competency-based promotion criterion. Promotion criteria are established based on the identified core competencies and the competency requirements for higher-level roles within the organization. Employees are evaluated against these criteria to determine their readiness for promotion.

Yeboah and Adamah (2021) conducted a research in Ghana about the utilization competence in private tertiary institutions' hiring and selection processes. The study emphasized on the importance of competency-based interviews. In competency-based promotion systems, candidates may undergo competency-based interviews as part of the selection process for

promotion. These interviews focus on assessing candidates' proficiency in the core competencies relevant to the desired role and their ability to apply these competencies in real-world scenarios. A competency-based promotion system focuses on identifying, developing, and assessing specific skills and abilities required for success in higher-level roles, aligning promotion decisions with employees' demonstrated competencies and potential for growth within the organization.

#### **2.1.4 Effect of Seniority-Based Promotion System on Employee Performance**

Seniority-based promotion systems were supported by research by Takakuwa (2021) on the challenges Japanese firms faced in integrating human resources management globally. One way to advance employees within an organization is through a seniority-based promotion system, which is based most heavily weighted by the employee's tenure. In this system, employees who have been with the organization for a longer duration are given preference for promotions over those with less tenure, regardless of their performance, skills, or qualifications. The primary criterion for promotion in a system that takes seniority into account is the duration of an employee's tenure with the company. Advancement are usually given to personnel with greater experience before those with shorter employment.

A study was conducted in Kericho County by Cheruiyot and Kalei (2020) to assess the impact of compensation plans on worker output, with a particular emphasis on advancement and hierarchy. Promotion decisions are often based on a predetermined hierarchy or progression within the organization. Employees advance through the ranks or levels based on their seniority, with promotions typically occurring in a linear fashion as employees accumulate more years of service. In some instances, in seniority-based promotion systems, performance

may play a minimal role in promotion decisions compared to tenure. While employees are expected to meet minimum performance standards, exceptional performance may not necessarily accelerate promotion opportunities, as tenure takes precedence.

As revealed in a study by Marti, Njenga and James (2022) on health professionals in Nakuru County's trade union membership and pay, the aspect of union contracts and agreements plays a significant role in employee promotion. Seniority-based promotion systems are common in unionized environments where promotion decisions may be governed by Collective Bargaining Agreements (CBA). These agreements often stipulate those promotions must be awarded based on seniority, protecting employees' rights and ensuring fairness in promotion practices. Another aspect of Seniority-based promotion systems is employee retention and loyalty. Seniority-based promotion systems can incentive for employee retention and loyalty by rewarding long-term commitment to the organization. Employees may feel more secure in their careers knowing that their tenure is valued and recognized in promotion decisions.

However, as cited by Cirone (2021) seniority-based promotion systems may lead to limited opportunities for new hires. One drawback of seniority-based support mechanism is that they may limit opportunities for newer hires or employees with specialized skills or qualifications who may be better suited for higher-level roles. This can result in talent stagnation and hinder organizational agility and innovation. It may also lead to less flexibility and adaptability. Seniority-based promotion systems may be less flexible and adaptable to changing business needs or workforce dynamics. They can create bottlenecks in career advancement and limit the organization's ability to promote workers based on evolving skill requirements or market demands. While seniority-based promotion systems offer simplicity and consistency in promotion decisions, they may also present challenges in terms of fairness, performance

recognition, and talent management. Organizations should carefully consider the trade-offs and implications of adopting a seniority-based approach to promotion and strive to strike a balance between tenure-based rewards and merit-based recognition.

## **2.2 Theoretical Framework**

The research was based on Expectancy postulations and Social Exchange hypothesis and how applicable they are in the research.

### **2.2.1 Expectancy Theory**

The correlation between employee motivation and organizational reward systems has been a significant focus in the field of organizational behavior. The Expectancy Theory, proposed by Vroom (2015), examines the relationship between effort-reward expectancy and employee motivation and performance in the workplace. The theory asserts that individuals will engage in actions only if they believe those actions will yield favorable outcomes. This theoretical framework is based on three essential pillars: the predictions regarding outcome expectancy, perceived instrumentality, and outcome valence, which collectively form the foundation for moderating employee behavior and motivation, particularly concerning established staff promotion systems.

Expectancy is the initial element that delineates an individual's anticipation of increasing effort to enhance performance levels. In the workplace, it is shown in employees' convictions that dedication will enhance performance. In promotion systems exclusively, employees must recognize that further effort and commitment will enhance their performance. This conviction is

undeniably crucial to motivation; if an employee lacks the belief in their capacity to exert greater effort and enhance their performance, motivation will be virtually extinguished.

The second component of the theory is instrumentality, which refers to the sense of the relationship between performance and outcome. The research by Frenkel and Bednall (2016) has definitively demonstrated relationships among expectations for professional advancement, training, promotion, and employee performance. The researchers determined that employees are more inclined to demonstrate exceptional performance when they firmly feel that their achievements would lead to incentives, including promotions to higher positions. This underscores the necessity of fostering a link between performance enhancement and advancement to higher roles inside firms.

Research conducted by Newman, Cooper, Holland, Miao, and Teicher in 2019 indicates that promotion decisions must consider performance evaluations. Their study offers substantial evidence that, from the organization's perspective, the greater the alignment top performers perceive between end incentives and performance evaluations, the stronger their selforganizing drive is likely to be. This elucidates the instrumental part of expectation theory, since employees can readily discern how their performance is a pivotal factor in promotion.

Valence, the third component of Vroom's paradigm, emphasizes the perceived significance or degree of desire for prospective outcomes. This part of promotion systems is somewhat more complex, as an employee may assign varying values to each element of promotion. An employee may react to an increase in salary and status associated with a position, whereas another may prioritize duties, decision-making authority, or career growth opportunities. Recognizing these variances is crucial for any firm to adopt while formulating and implementing a promotional plan that caters to the needs of their diverse workforce.

This study examines Expectancy Theory in relation to staff promotion systems and provides insights on how organizations might foster 'employee-positive' behavioral outcomes irrespective of available promotion possibilities within these systems. To comprehend the expectancy theory of motivation, it is essential to identify the components of expectancy, instrumentality, and valence within the promotion system to fulfill the demands of both employees and the organization. This theoretical framework identifies characteristics that either enhance or undermine the efficiency of promotion systems concerning organizational performance and success.

Moreover, the idea influences the manner in which organizations articulate and administer promotion criteria and processes. Promotion-related behaviors are significant drivers influencing employees' perceptions of the relationship between effort, performance, and compensation. When the criteria and timetable for promotions are clearly communicated to personnel, along with the assurance that promotions are merit-based, it becomes straightforward to foster the advancement of exceptional performance.

This indicates that the theoretical ideas derived from this ideological framework extend beyond promotional policies. Consequently, businesses must comprehend how various organizational factors influence expectation, instrumentality, and valence. This entails comprehending how leadership conduct, communication practices, and organizational atmosphere influence employees' perceptions on their contributions and results at work. Furthermore, individuals may possess varying demands and expectations about promotions, necessitating more adaptable strategies for career progression.

The Expectancy Theory of Vroom serves as a beneficial foundation for analyzing and enhancing staff promotion procedures. Consequently, characteristics such as expectations,

perceived correlations between work performance and rewards, and attitudes toward diverse outcomes assist organizations in optimizing promotion strategies. The theory posits that rewards must be directly correlated with the efforts exerted, promoting criteria should be transparent, and should serve to highlight the value of various personnel. Gaining this insight can enable organizations to develop promotion systems that not only enhance performance but also contribute to long-term organizational success and employee satisfaction.

### **2.2.2 Social Exchange Theory**

Social Exchange Theory, as articulated in contemporary organizational research, serves as a valuable framework for evaluating specific processes in coworker interactions, promotional systems, and interpersonal relations more broadly. This research employs a literature analysis of Social Exchange Theory, as articulated by Mukherjee and Bhal (2017), to analyze the formal contractual connection between employees and businesses over promotions. This theoretical paradigm posits that work functions as a social exchange system wherein subordinates contribute time, knowledge, and effort in exchange for organizational resources such as promotions and other benefits.

In its early stages, Social Exchange Theory posits that professional relationships are established based on reciprocal exchanges between employee and employer. When firms establish well-structured promotion processes that acknowledge employee successes, it fosters a mutually beneficial exchange that enhances organizational loyalty and relationships among workers. This mutual understanding establishes the framework for an effective work environment in which both parties are assured that their contributions are valued and rewarded.

Harden et al. (2018) conduct an additional evaluation of the Cost-Benefit Analysis component within the framework of social exchange theory. Their research indicates that employees engage in a rigorous analytical process in deciding whether to accept a promotion, considering many elements that may influence their lives. The benefits of promotion are typically linked to an elevated position within the organization, a broader scope of responsibilities, and, naturally, financial compensation. Nonetheless, these benefits must be weighed against potential hazards, including elevated work-related stress, an expanded workload, and heightened performance expectations.

This cost-benefit analysis is especially significant for employees and their decision-making over promotions. Individuals are more inclined to engage in and embrace promotional opportunities with enthusiasm when they believe that perceived advantages significantly outweigh the associated expenses of specific job roles. Favorable assessments of this kind also foster increased self-organizational engagement, motivating action, and determination for improved performance in redefined roles. If employees regard the costs as exceeding the benefits, they may either decline the promotion or accept it with mixed motivation, leading to suboptimal performance in their new role.

The latest study by Saglam, Çankaya, Golgeci, Sezen, and Zaim (2022) presents an essential aspect of social exchange dynamics in promotional contexts: the concept of reciprocity. Their study indicates that when firms assist individuals in obtaining promotions, it fosters a sense of obligation among employees to reciprocate this investment. This reciprocity typically results in enhanced organizational commitment, increased work effort, and overall performance improvement. The psychological contract established in this interaction bolsters individuals'

emotional connection to the company and motivates them to enhance their contributions to organizational efficacy.

Category: A fundamental element of Social Exchange Theory concerning promotions is the comparison levels that employees utilize to evaluate their promotional experiences in relation to their expectations and prior experiences. When promoting results meet or exceed employees' expectations, there is invariably a beneficial effect on their job satisfaction and behavior in their new roles. This design creates a virtuous circle of incentive and reward for both the individual and the organization. Nonetheless, anticipated or perceived organizational promotions lead to discontent and demotivation inside the organization, potentially undermining the existing promotion structure.

The favorability of the promotion choice and the perceived transparency of the promotional procedures that resulted in the decision were critical factors influencing employees' opinions and behaviors around promotion. Consequently, when employees participate in promotion decisions and perceive these decisions as equitable and merit-based, the exchange relationship between employees and employers is likely to be favorable, leading to elevated and good employee performance. Conversely, self-organizational perceptions of promotional inequity or information withholding will undermine the social exchange framework, hence leading to diminished organizational commitment and performance.

Organizations must consider the implications that particular promotional methods may have on the enduring nature of the social exchange relationship. The implementation of consistent and equitable promotion methods positively influences employees by fostering trust, hence reinforcing the psychological contract. This trust can particularly aid in maintaining motivation and dedication during periods when one may not readily identify the next career advancement

opportunity within the firm. When organizations transparently communicate their promotion policies and available chances during tumultuous times, they can more easily maintain a healthy exchange relationship with subordinates.

Social Exchange Theory possesses numerous implications for the practical implementation of Organizational Promotion Systems. Mukherjee and Bhal (2017) suggest that promotion processes can be enhanced for a company through improved alignment with expectations, incentives, and performance objectives. Advancement to this perspective formulation involves a detailed method about the objective aspects of promotion systems and processes, encompassing both formal criteria and procedures, as well as informal structural cultural policies, communication, and information systems.

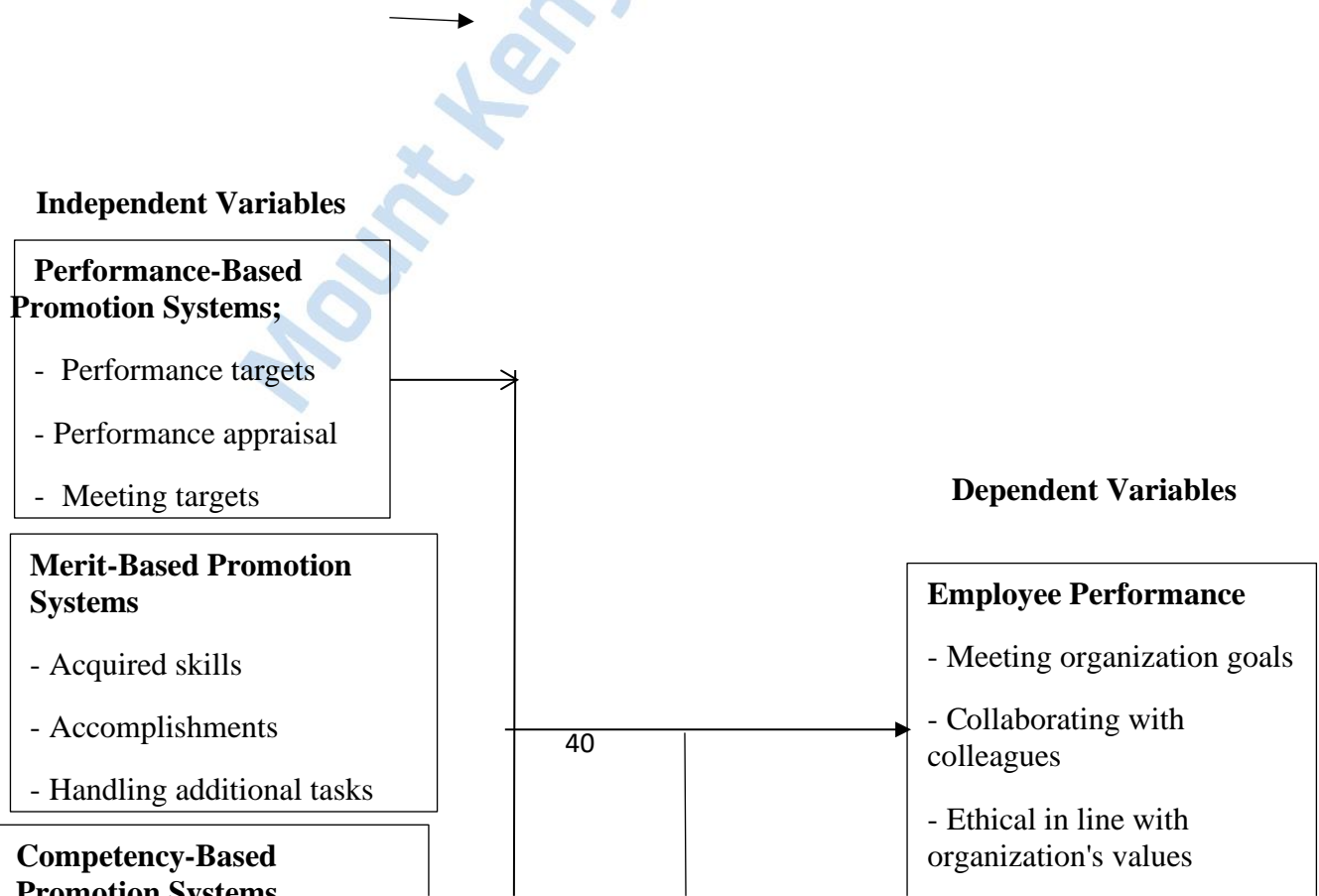
According to the theoretical review, several recommendations exist to optimize the social exchange connection within a promotional context: Promotional strategies must not solely focus on monetary or material rewards but also take into account the non-material dimensions of a promotion. It is essential to extend beyond the offer, considering factors such as income augmentation, title modification, as well as features related to professional development possibilities, mentorship initiatives, and the visibility of career trajectories.

The research and analysis of prominent theories, including social exchange theory, indicate that it provides a robust framework for evaluating and enhancing employee promotion systems. The primary result derived from the study is that costs/benefits, reciprocity, and anticipated exchanges should function in various manners regarding promoting decisions, hence improving promotion-related career choices within businesses. Consequently, it is essential to assert that the efficacy of promotion systems depends on their ability to cultivate and maintain beneficial exchange relationships that provide reciprocal value to both the organization and its personnel. By acknowledging these dynamics, the company can foster environments that facilitate promotions as effective mechanisms for advancing workers' careers and enhancing organizational performance.

### 2.3 Conceptual Framework

#### Conceptual Framework

The subsequent theoretical structure served as the basis for the investigation.



## **Figure 1: Conceptual Framework**

Source; Author, 2024

Four different types of promotion systems—those based on effectiveness, merit, competence, and seniority—served as independent covariates. For the variable performance-based support method, the indicators were performance targets, performance appraisal and meeting targets. The second independent variable was merit-based promotion systems whose indicators were acquired skills, accomplishments and handling additional tasks. The indicators for competency-based promotion systems were tasks execution, capability for the next level and problem-solving capability. The fourth variable was seniority-based promotion systems with indicators being length of service, experience and employee loyalty. Employee efficiency, with an emphasis on the workers themselves, served as the factor that relied on others meeting organization goals and collaborating with colleagues, being ethical in line with organization's values as well as delivery of quality services. The intervening variable is the government policies that may directly or indirectly affect the promotion and performance of employees in the county.

### **2.4 Recap of Reviewed Literature**

Employees must view the promotion system as fair, unbiased, and grounded in objective factors, including performance evaluations, skills tests, and tenure, rather than favoritism or prejudice. Engidaw (2021) contends that a promotion system emphasizing and funding employees' professional growth can enhance worker commitment, loyalty, and engagement with the organization. Employees who see possibilities for promotion and development exhibit a greater inclination to value job quality, align with corporate objectives, and commit to long-term success. The design and implementation of a staff promotion system can profoundly influence employee performance by motivating, recognizing, and rewarding contributions, facilitating career advancement and development, improving retention and talent management, enhancing performance and productivity, promoting equity and transparency, and cultivating employee engagement and loyalty. A well-functioning promotion system aligns individual ambitions with company objectives, benefiting both the organization and its employees (Garba & Idris, 2021).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this section, everything that was done to carry out the research is described in full. It includes things like research ethics, research technique, study location, population of interest, sampling, data gathering tools, pilots, data gathering processes, evaluation of data, and investigation design.

#### **3.1 Research Design**

This study made use of the Mixed Methods Research Design (MMRD). Within a single study, this approach draws on both qualitative and quantitative approaches to study (Schoonenboom & Johnson, 2017). In order to provide a more thorough grasp of the study topic or question, it entails gathering, evaluating, and interpreting data that is quantitative as well as qualitative. Triangulation is a fundamental component conducted using a combination of qualitative and quantitative techniques, in which the researcher uses numerous sources of data by utilizing multiple data collection methods, such as questionnaires and interviews (Bans-Akutey & Tiimub, 2021). MMRD made it easier to corroborate study findings, authenticate interpretations, and raise the study's legitimacy and dependability. Additionally, by combining

qualitative and quantitative data to address many facets of the study issue, MMRD aims to enhance and supplement understanding. Qualitative data offer richness, background, and understanding of the significance and environment of

This investigation made use of methods that were quantitative as well as qualitative. The statistical examination of and numerical information form the backbone of quantitative research, which systematically examines populations or samples for observable trends, patterns, and correlations. It entails systematic data collection and statistical analysis to derive inferences and generalize findings about the population that the sample was taken from. Fryer, Larson and Stewart (2018) advocate for quantitative research methodology for it is objective and empirical, structured data collection, quantitative data analysis, large sample sizes, hypothesis testing, objectivity and reliability as well as enabling generalizability and replicability. Conversely, qualitative research is an organized methodical approach to understanding and interpreting social phenomena through the investigation of people's subjective experiences, viewpoints, and meanings within their natural environments. Qualitative research prioritizes in-depth investigation and interpretation of rich, textual material acquired using a variety of techniques, in contrast to statistical studies, which is more focused on analyzing statistics and mathematical information. According to Mohajan (2018) the key characteristics and components of qualitative research methodology include exploratory and inductive data collection methods using open-ended questions. It enhances the researcher to create a contextual understanding as well as reflexivity and researcher subjectivity increasing its validity and trustworthiness.

### **3.2 Study Location**

The study focused on government employees in Nakuru government. The county of Nakuru, located within the broader Rift Valley region, has the area code 32. The county is crucial to the surrounding region and beyond due to its hosting of organizations that deliver key services. The Nakuru area referral hospital is a level 5 healthcare facility that, together with other hospitals in the area, provides services to numerous individuals. Nakuru is an educational center featuring nationally acclaimed institutions that cater to students from many regions of the country. Nakuru County is recognized as an exemplary agricultural region because to its favorable climatic conditions, ample agricultural acreage, and accessible markets for agricultural products. Agriculture, being a delegated responsibility, necessitates the provision of agricultural extension services and inspections for farmers. Nakuru County is an optimal location for a study examining staff advancement and employee performance.

### 3.3 Target Population

The target group included all 6,100 county employees, including heads of departments, administrators, senior executives, and operational staff. The county employees were solicited to share their insights regarding their perceptions of the current promotion systems and their impact on performance. Conversely, the management was obligated to furnish comprehensive details regarding the county government's methodology for staff promotion.

Table 1 below delineates the intended demographic.

**Table 1: Target Population**

| <b>Staff Category</b>     | <b>Number</b> |
|---------------------------|---------------|
| County Executive Officers | 36            |
| Administrators            | 54            |
| Middle Level Management   | 167           |
| Heads of Sections         | 110           |
| Operational Staff         | 5,733         |

|              |              |
|--------------|--------------|
| <b>Total</b> | <b>6,100</b> |
|--------------|--------------|

Source: Nakuru County Government, 2024

### 3.5 Sample Size Determination and Sampling Techniques

The research adopted the Yamane formula as described by and Uakarn, *et al* (2021) to find out how many people to include in the research investigation. This equation may be expressed as expressed as;

$$n = \frac{N}{1 + Ne^2}$$

With sample size (n), Target population (N = 6,100 County employees) and Error Term ( $e = 5\%$ )

After inputting the values, the formular becomes;

$$n = \frac{6,100}{1 + 6,100 (0.05)^2} = 376$$

The resultant sample size was 376 county employees

The sample was arrived at by applying multi stage sampling techniques. First, the staff members were categorized into strata according to the categories namely top management, administrators, middle level management, heads of sections and the operational staff members. In every stratum, respondents were selected using random sampling. This was arrived at a sample 376 employees as listed in the second table following.

**Table 2: Sample Size Distribution**

| <b>Staff Category</b>     | <b>Number</b> | <b>Sample</b> |
|---------------------------|---------------|---------------|
| County Executive Officers | 36            | 2             |
| Administrators            | 54            | 5             |

|                         |             |            |
|-------------------------|-------------|------------|
| Middle Level Management | 167         | 10         |
| Head of Sections        | 110         | 22         |
| Operational Staff       | 5733        | 337        |
| <b>Total</b>            | <b>6100</b> | <b>376</b> |

### 3.6 Research Instruments

The data gathering procedure included survey research methods with structured questionnaires designed to address the study's unique objectives. Boparai, Singh, and Kathuria (2018) posited that the researcher effectively ensured consistency by administering an identical set of questions to all participants in the questionnaire approach. These enhanced the reliability and clarity of the responses for comparative analysis among the persons involved. Among all the approaches discussed in the study, the questionnaire was the best appropriate for large-scale research due to its cost-effectiveness and efficiency in data collection from a substantial sample group. The utilization of questionnaires primarily facilitated respondent anonymity, thereby eliciting authentic and candid comments, particularly concerning matters related to staff promotions and performance evaluations. This is due to the highly organized nature of questionnaires, which facilitates straightforward statistical analysis of the collected data. This study utilized Key Informant (KI) interviews, guided by structured interview schedules, in conjunction with the quantitative data gathered by questionnaires. This qualitative dimension provided a crucial opportunity to examine the staff advancement procedures within the county and their subsequent effect on staff performance, as investigated by key informants. The utilization of structured questionnaires and qualitative interviews ensured the measurement of fundamental constructs underlying our hypotheses, while facilitating the collection of both aggregate data regarding promotion systems and perceptions of employee performance, as well as rich qualitative descriptions of the research theme.

### **3.7 Piloting**

The pilot study included 30 employees in Uasin Gishu County because to its similarity to Nakuru County, the primary research location. The parallels encompass various attributes that make Uasin Gishu appropriate for initial testing, as elaborated below. In addition to their demographic similarities, both counties are cosmopolitan, housing nearly all Kenyan settlements, and are strategically situated along the vital Mombasa-Nairobi-Eldoret-Kisumu route, serving as significant centers for agriculture, education, and healthcare. The residents of these two places exhibit considerable similarity, rendering the population of Uasin Gishu particularly appropriate for the validation of the study tools. Consequently, it was feasible to reproduce the demographic and socioeconomic attributes of the chosen counties for the pilot research participants in Nakuru County. The findings of this study clearly indicate that the information obtained from this preliminary research was useful in identifying necessary modifications and enhancements to the data gathering equipment. The preliminary experiments refined the researchers' methodological approach and provided a precise, consistent benchmark for comparing the impacts of test site similarity, hence enhancing the quality and relevance of the data collection instruments utilized.

#### **3.7.1 Reliability of Research Instruments**

The degree of consistency of the research instruments employed in the data collection process is the general concern of research reliability, according to Mohamad et al. (2015). This is a crucial form of research that must be properly evaluated in a study to ensure the findings are considered legitimate and believable. This study employed Cronbach Alpha for reliability testing, a sophisticated method for assessing internal consistency that computes the average

inter-item correlations inside a scale or instrument. The Cronbach's Alpha coefficient of the analysis was 0.89, significantly exceeding the threshold value of 0.7. This robust statistical outcome instilled confidence that the data gathering instruments and methodologies were effective and precise. The annulled Cronbach's Alpha score of .847 validated that all items of the study instruments had a high level of internal consistency, indicating that different components of the tools were evaluating many aspects of the same construct. The statistical evaluation of the research instruments' reliability was crucial as it instilled confidence in the tools' ability to yield the requisite and anticipated results. The high reliability demonstrated that the developed research instruments were suitably appropriate for their intended use and established a solid foundation for data collection in the study, thereby enhancing the credibility of the research significantly.

### **3.7.2 Validity of Research Instruments**

The validity of a questionnaire, as defined by Mohamad et al. (2015), is contingent upon the degree to which the instrument accurately assesses the target variables. To achieve this validity, the researcher employed a thorough methodology concentrating on two principal dimensions: Content Validity and Construct Validity. The content validity of the family engagement questionnaire for students was established by meticulously considering the following essential criteria during its construction. These included, among other things, crafting questions and responses that the majority of respondents could understand, making sure that the questions were asked in a logical and consistent order, selecting the appropriate scales to capture the required data, and steering clear of leading questions that might influence or distort the responses of the respondents. To ensure construct validity, considerable attention was devoted to the organizational structure of the research instruments to align effectively with the study objectives. Enhancing the design of data

collection equipment significantly improved the likelihood of acquiring precise and pertinent data aligned with the study's aims. The researcher often conferred with their study supervisor to obtain guidance and improvements on the used devices. The questionnaire was collaboratively designed with weights to guarantee that the final research instruments are robust, verified, and capable of collecting data that meets the study's research objectives. The research technique was conducted with adequate rigor and reliability, owing to the application of both content and construct validity, as well as expert supervision.

### **3.8 Data Collection Procedures**

The investigator initially obtains consent from the target population prior to initiating any data collection process. Initially, authorization will be obtained from the Mount Kenya University Ethical Review Committee (ERC) prior to the issuance of an introductory letter. The researcher will ensure the application for the NACOSTI research license is submitted. The surveys will be conducted on a sample of county employees using the item selection by elimination method. The participants will be allotted five minutes to finish the survey. The completed questionnaire will be chosen for further investigation. The aforementioned members of the management will be contacted and chosen for in-person interviews utilizing the sample technique described above.

### **3.9 Data Analysis**

Since the study combined mixed method research techniques, it produced both quantitative and qualitative data. Content analysis was done thematically in accordance with the study objectives to examine qualitative data, primarily from the interview schedules. Quantitative data, on the other hand, was organized and cleaned to eliminate errors. Data input was done in

Excel, and SPSS version 25 was utilized for data analysis. Following the compilation of the study's findings using descriptive statistics, they were shown in the form of tables and infographics. At the 5% level of importance, the researchers used Chi-square, multivariate regression, and correlation to examine the relationships between the factors studied.

Data analysis was guided by the following regression model;

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$$

Where;

- Y** : Employee Performance
- X<sub>1</sub>** : Performance-Based Promotion System
- X<sub>2</sub>** : Merit-Based Promotion System
- X<sub>3</sub>** : Competency-Based Promotion System
- X<sub>4</sub>** : Seniority-Based Promotion System **β<sub>0</sub>** : Regression

Constant

**β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub>** : Regression Coefficients

**e** ; Error Term

### 3.10 Ethical Considerations

All members of the research team maintained vigilance and adhered to the highest ethical standards throughout the inquiry, employing numerous stringent methods to ensure the study's legitimacy and correct conduct in accordance with best practices. Prior to initiating the data

gathering process, the researchers secured the necessary approvals from the ERC and NACOSTI, thereby adhering to all ethical requirements. The implementation of rigorous permission protocols and procedures provided a solid foundation for conducting ethical research. The researchers conducted all data gathering processes with professionalism, emphasizing voluntary involvement and informed consent. The study concentrated on sexual misconduct, ensuring that every participant was handled with respect. The research instruments were designed to protect respondents from victimization and to safeguard their identities from disclosure. The research team guaranteed the confidentiality of personal identifiers and confirmed that the acquired data would be utilized solely for research purposes. The explicit vows to uphold ethical research significantly reduce research bias, hence enhancing the study's reliability and trustworthiness. By respecting participants' privacy, ensuring their voluntary participation, and obtaining proper consent, the researchers demonstrated professionalism and trustworthiness. This approach not only safeguarded the participants but also enhanced the strength and credibility of the research findings.

## CHAPTER FOUR

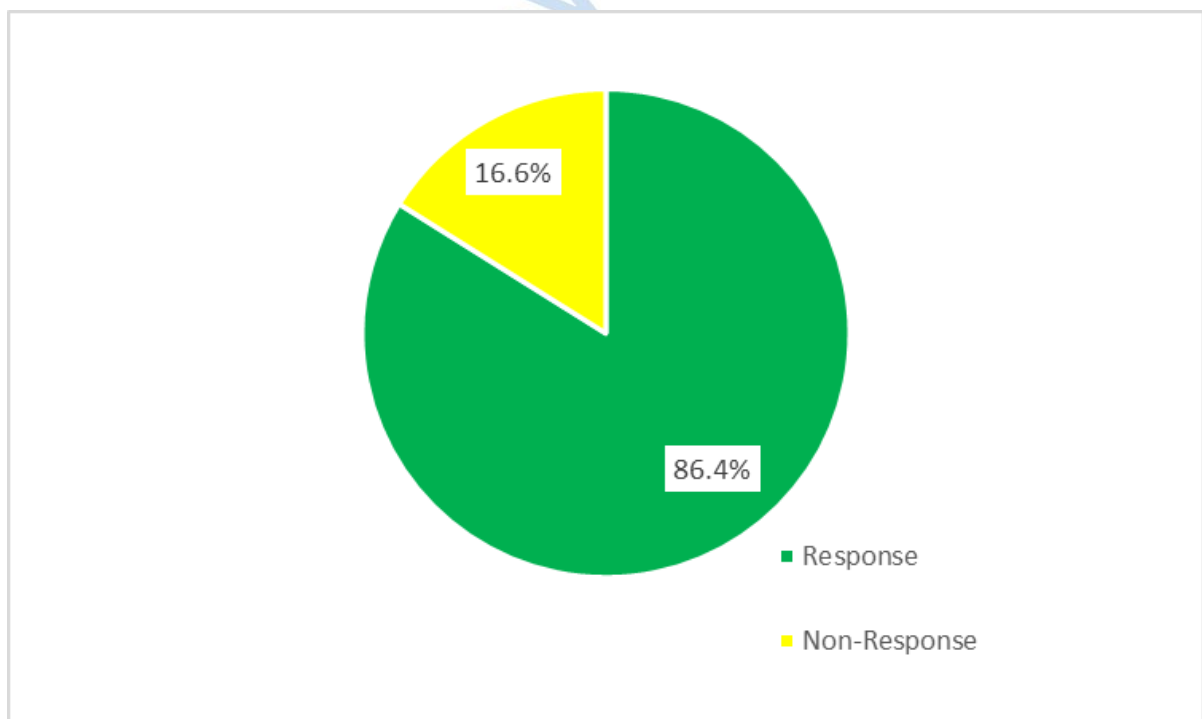
### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

Following analyzing information, this section delivers the results of the research conclusions and related debates. It constituted of the feedback rate, background information, descriptive statistics on staff promotion systems on employee performance, key informants opinions and inferential statistics.

#### 4.12 Response Rate

Figure 2 shows the acceptance rate that the examiner aimed to create.



## **Figure 2: Response Rate**

**Source:** Research Field, 2024

The remarkable level of participation attained is proof that the data gathering procedure for the study was quite successful. An exceptional response rate of 86.4% was achieved by successfully recovering 325 of the 376 questionnaires that were given to the sampled participants. Accordingly, a very low non-response percentage of 16.6% of the participants chose not to reply.

The remarkably substantial response rate of 86.4% points to a number of advantageous variables. A strong desire to reply was the result of the researchers' successful identification and engagement of the right sample of participants. Furthermore, an elevated percentage of completion and return was encouraged by the proficient execution of the questionnaire design, dissemination, and follow-up procedures. Additionally, the survey's topic and aims were probably very relevant and valuable to the participants, which encouraged them to spend the time answering. The participants may have been even more inclined to cooperate if the researchers had built a solid connection and credibility with them.

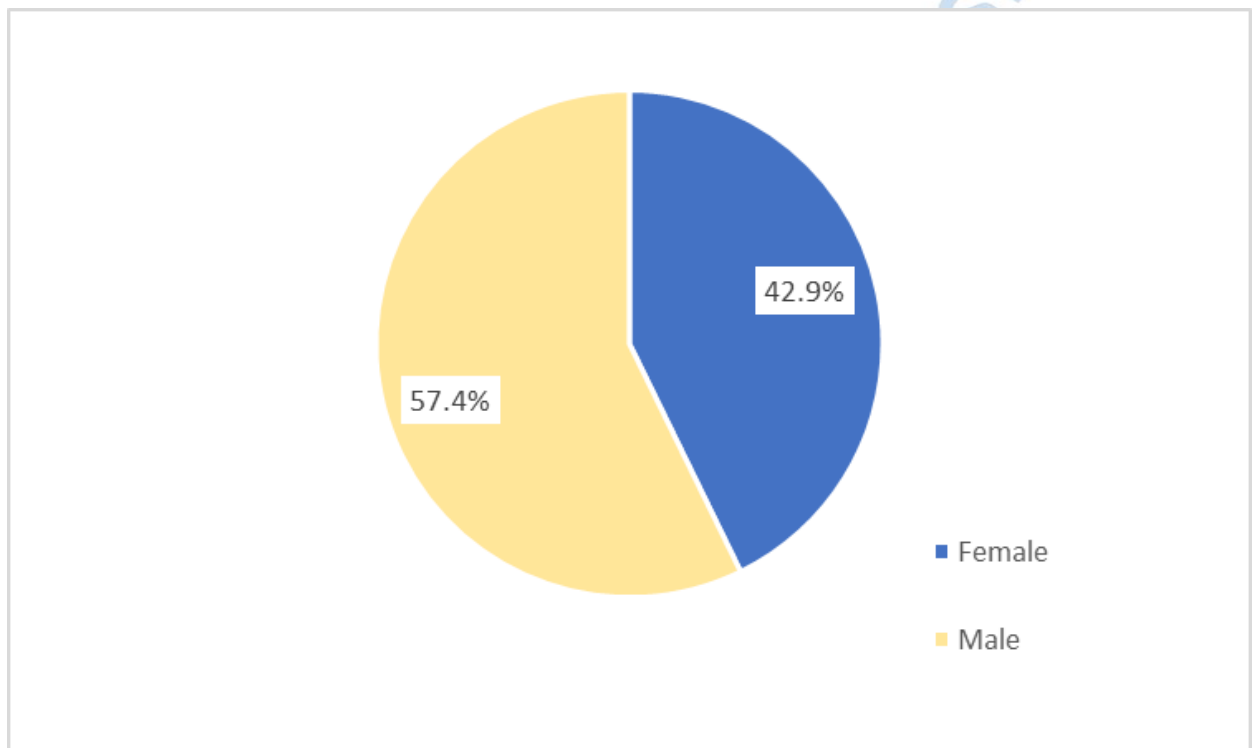
Response rates for survey-based research are typically between 20 and 30 percent, so this study's 86.4% response rate is an impressive accomplishment. Because it reduces the possibility of non-response bias, this high response rate offers a solid basis for the validity and dependability of the data gathered. The researchers can now comfortably move forward with the additional examination and analysis of the collected data because the data collection process was successful.

## **4.2 Background Information of the Respondents**

The researcher attempted to get participants' demographic data which included sex, age and academic gauge as well as duration they have worked in the county by the time pf the study.

#### 4.2.1 Respondents Gender

It was asked of the responders to specify their gender. The response was categorized into female and male portrayed in Figure 3 down below.



**Figure 3: Gender of Respondents**

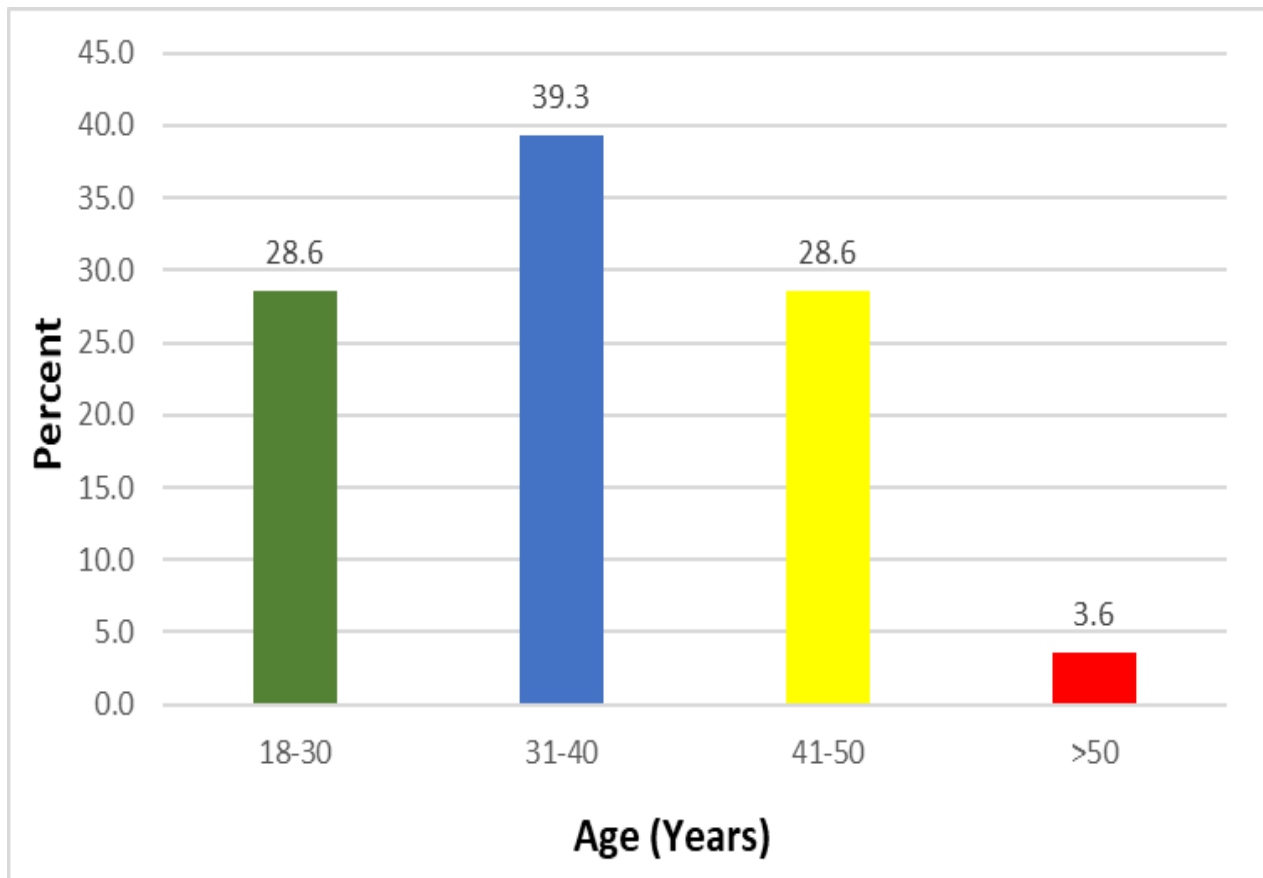
**Source:** Research Field, 2024

According to Figure 3, majority of the respondents were male (57.4 %) followed closely by 42.9 % who were female. This shows that there was gender balance in the way the respondents participated in a representative was as no gender exceeded a two-third.

#### 4.2.2 Respondents Age

The participants were requested to show their age in years. The reply was categorized into four intervals namely 18 – 30, 31 – 40, 41 – 50 and above 50. The results are shown in

Figure 4 downbelow.



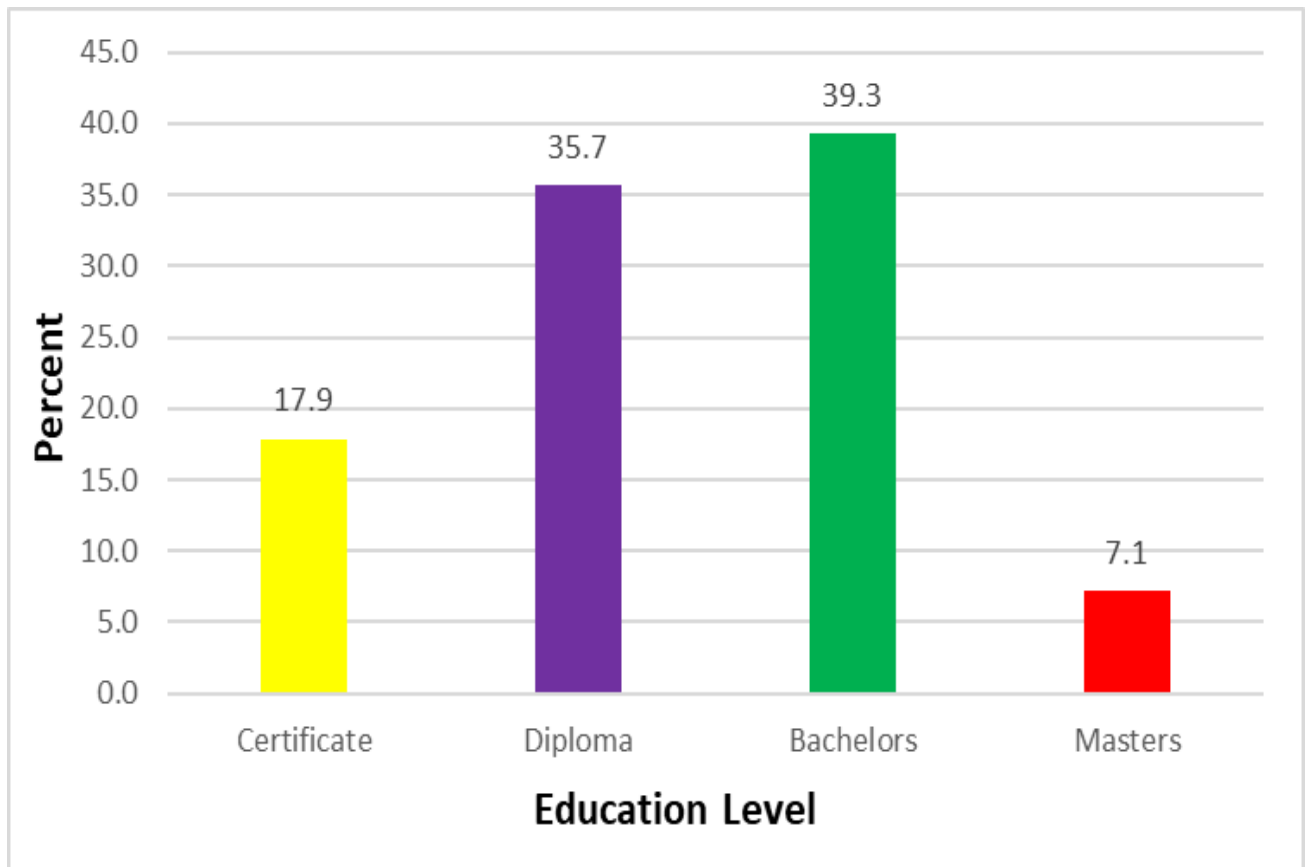
**Figure 4: Age of the Respondents**

Source: Research Field, 2024

From the study results, 28.6 % participants ranged in age from 18 – 30 years, 39.3 % were 31 – 40, 28.6 % were between 41 – 50 while 3.6 % were more than 50 years. The results of the investigation showed that the age of participants was middle aged which implies that the respondents had amassed a wealth of experience and knowledge on staff promotion in Nakuru County Kenya.

#### 4.2.3 Respondents Working Duration

Those who took the survey were requested to show how good they are of education. The response was categorized into four intervals namely Certificate, Diploma, Bachelors and Masters. The findings are shown in Figure 5 below.



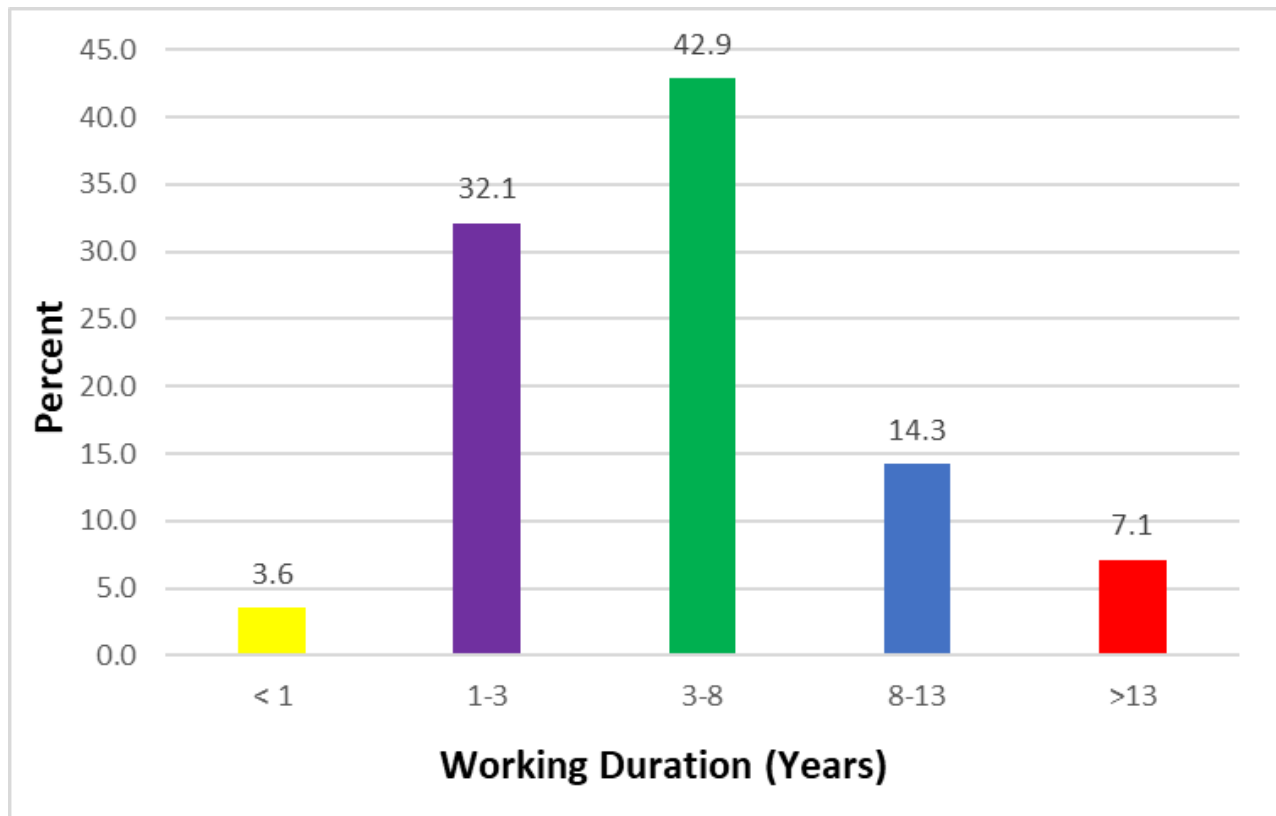
**Figure 5: Education Level of the Respondents**

**Source:** Research Field, 2024

Based on the findings of the study findings shown in Figure 5, most people who took the survey had attained bachelors (39.3 %) followed closely by diploma holders (35.7 %), certificate (17.9 %) with only 7.1 % who had masters. This implies that The participants have sufficient educational background to comprehend the questions and give informative response pertaining staff promotion.

#### **4.2.4 Working Duration in the County**

These who were surveyed were requested to show the duration that It had been their in the county. The response was categorized into five intervals namely less than 1 year, 1 – 3, 3 – 8, 8 – 13 and above 13. The results may be seen in Figure 6 down below.



**Figure 6: Working Duration of the Respondents in the County**

**Source:** Research Field, 2024

Figure 6 displays the investigation's results, which demonstrate that 3.6% possessed worked in Nakuru County for less than a year, 32.1 % for period of 1 – 3 years, majority of the respondents (42.9 %) had 3 – 8 years, 14.3 % had 8 – 13 years with only 7.1 % more than 13 years. This shows that the working duration at the county was for majority of the respondents had adequate experience to understand matters pertaining staff promotion systems and how it affects employee performance in Nakuru County Kenya

#### **4.3 Performance-Based Promotion Systems on Employee Performance**

Those who were surveyed were requested to express their viewpoint on the impact of outcome-based promotion system on the efficiency of county workers in Nakuru on the efficiency of

county workers in Nakuru. The response was categorized into 5 Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The response was summarized using percentages to describe the dominant opinion from the respondents. The researcher further summarized the findings using mean ( $\mu$ ) to enable drawing the conclusions;  $\mu < 3$  will imply that the respondents are in disagreement with the statement and vice versa. The standard deviation ( $\delta$ ) was used to manifest the divergent responses which is a proof of random and unbiased feedback from the uncoerced and independent respondents. The findings are presented in Table 3 below.

**Table 3: Respondents' Opinion on Performance-Based Promotion Systems**

| Statements  | Percent (n =325)  |          |          |       |                | $\mu$ | $\delta$ |
|---|-------------------|----------|----------|-------|----------------|-------|----------|
|   | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |       |          |
| There are clear objectives and criteria established to evaluate employees' performance                            | 64.7              | 17.6     | 29.4     | 29.4  | 23.5           | 2.6   | 1.53     |
| Staff evaluations and appraisals are done regularly to identify staff performance that effect promotion decisions | 35.0              | 35.0     | 30.0     | 30.0  | 5.0            | 2.8   | 1.24     |
| Promotion is based on employees' contributions to the attainment county objectives, values and goals              | 92.9              | 14.3     | 35.7     | 28.6  | 21.4           | 2.5   | 1.22     |
| Promotion is given to reward employees for their performance and achievements                                     | 22.7              | 36.4     | 27.3     | 13.6  | 22.7           | 2.3   | 1.49     |
| Promotion of staff is done based on demonstrated skills in line of duty   | 36.8              | 47.4     | 15.8     | 15.8  | 21.1           | 2.5   | 0.99     |
| Promotion is based on employees' quality of work  | 33.3              | 57.1     | 14.3     | 19.0  | 9.5            | 2.5   | 1.42     |
| Promotion is based on employees' leadership abilities   | 4.3               | 30.4     | 39.1     | 17.4  | 13.0           | 2.4   | 1.22     |

|   |      |      |      |      |      |     |      |
|---|------|------|------|------|------|-----|------|
| Promotion is based on employees' adherence to deadlines and organizational values and goals | 55.6 | 33.3 | 27.8 | 11.1 | 27.8 | 2.5 | 1.50 |
|---|------|------|------|------|------|-----|------|

**Source:** Research Field, 2024

According to Table 3, the study revealed that there are no clear objectives and criteria established to evaluate employees' performance according majority of the respondents (64.7 %) and mean of 2.6 which is less than 3. Majority of the respondents (35 %) and mean of 2.8 which is less than 3 stated that staff evaluations and appraisals are not done regularly to identify staff performance that effect promotion decisions. This does not match up to Kihama & Wainaina (2019) who emphasized on the need for county government to conduct regular performance evaluation and goal setting and feedback.

According to an overwhelming majority (92.9 %) and mean of 2.5 less than 3, promotion is not based on employees' contributions to the attainment county objectives, values and goals. Promotion is not done to reward employees for their performance and achievements according to majority of the respondents 36.4 % and mean of 2.3 which is less than 3. Promotion of staff is not done based on demonstrated skills in line of duty according to 36.8 % those who took the survey, with the use of the average of 2.5 which is less than 3.

Promotion is not based on employees' quality of work according to 57.1 % of the respondents and mean of 2.5 which is less than 3. Promotion was found to be rarely based on employees' leadership abilities according to 39.1 % of the respondents and mean of 2.4 which is less than 3. Promotion was found not to be based on employees' adherence to deadlines and

organizational values and goals according to 55.6 % and mean of 2.5 which is less than 3. This fall short of the what Houle (2016) asserted as a requirement that organizations or entities need to establish a performance management system that is wellcrafted and executed to incorporate the best management practices that focuses on efficacy, fairness, and market-driven initiatives employees' performance increases significantly.

#### 4.4 Merit-Based Promotion Systems on Employee Performance

The participants were requested so that they may share their thoughts on how merit-based promotion system on worker output in Nakuru County. The response was categorized into 5

Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The response was summarized using percentages to describe the dominant opinion from the respondents. The researcher further summarized the findings using mean ( $\mu$ ) to enable drawing the conclusions;  $\mu < 3$  will imply that the respondents are in disagreement with the statement and vice versa. The standard deviation ( $\delta$ ) was used to manifest the divergent responses which is a proof of random and unbiased feedback from the uncoerced and independent respondents. Table 3 below displays the results.

**Table 4: Respondents' Opinion on Merit-Based Promotion Systems**

| Statements   | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree | $\mu$ | $\delta$ |
|--|-------------------|----------|----------|-------|----------------|-------|----------|
| The county has clear and objective criteria established to evaluate employees' merit for promotion         | 39.3              | 21.4     | 14.3     | 17.9  | 7.1            | 2.3   | 1.36     |
| Employees' performance is regularly assessed against the established merit criteria                        | 10.7              | 42.9     | 14.3     | 28.6  | 3.6            | 2.7   | 1.12     |
| Employees who consistently exceed expectations are promoted  | 10.7              | 14.3     | 39.3     | 7.1   | 28.6           | 2.3   | 1.02     |
| Employees who contribute significantly to the county's success are recognized and considered for promotion | 25.0              | 35.7     | 28.6     | 7.1   | 3.6            | 2.3   | 1.05     |
| Promotion in the county is informed by employees' potential to succeed in higher-level roles               | 22.2              | 11.1     | 37.0     | 22.2  | 7.4            | 2.8   | 1.24     |

|  |      |      |      |      |      |     |      |
|--|------|------|------|------|------|-----|------|
| Promotion in the county is based on individual excellence and accountability                   | 29.6 | 11.1 | 33.3 | 22.2 | 3.7  | 2.6 | 1.25 |
| Promotion is based on unique employees' expertise, innovation and problem-solving capabilities | 22.2 | 33.3 | 11.1 | 22.2 | 11.1 | 2.7 | 1.36 |

Source: Research Field, 2024

Table 4 shows that most people who were surveyed (39.3 %) and mean of 2.3 which is less than 3 were in dispute that the county did not possess specific and measurable standards established to assess the workers merit for promotion. Employees' performance were said to be rarely assessed against the established merit criteria according to 42.9 % and a mean of 2.7 which is less than 3. According majority of the respondents (39.3 %) and mean of 2.3 which is less than 3, employees are not usually promoted even after consistently exceeding expectations. This doesn't agree with Houle (2016) who asserted the need for promotion to consider meritocracy when rewarding employees for their performance and achievements.

The study revealed that employees who contribute significantly to the county's success are always recognized and considered for promotion according 35.7 % and mean of 2.3 which is less than 3. Promotion in the county is not usually informed by employees' potential to succeed in higher-level roles as opined by 37.0 % and mean of 2.8 which is less than 3. Promotion in the county was found not to be based on individual excellence and accountability according to 33.3 % and mean of 2.6 which is less than 3. Promotion was also found not to be based on unique employees' expertise, innovation and problem-solving capabilities according to the opinions 33.3 % of the respondents and mean of 2.7 which is less than 3. This gap was is alarming since Ngatia (2014) found that that recognition for county government employees

has significant impact on their satisfaction and ultimately their productivity since they attach great value to recognition as part of rewards.

#### 4.5 Competency-Based Promotions system on Employee Performance

The respondents were requested to give their opinion on the effect of competence-based promotion system on employee performance in Nakuru County. The response was categorized into 5 Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The response was summarized using percentages to describe the dominant opinion from the respondents. The researcher further summarized the findings using mean ( $\mu$ ) to enable drawing the conclusions;  $\mu < 3$  will imply that the respondents are in disagreement with the statement and vice versa. The standard deviation ( $\delta$ ) was used to manifest the divergent responses which is a proof of random and unbiased feedback from the uncoerced and independent respondents. The findings are presented in Table 3 below.

**Table 5: Respondents' Opinion on Competency-Based Promotion Systems**

| Statements  | Percent (n = 325) |          |          |       |                | $\mu$ | $\delta$ |
|---|-------------------|----------|----------|-------|----------------|-------|----------|
|   | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |       |          |
| Promotion in the county is informed by employees' attained qualifications, awards and accomplishments               | 40.7              | 14.8     | 18.5     | 11.1  | 14.8           | 2.4   | 1.50     |
| Promotion is based on abilities required for job effectiveness  | 29.6              | 40.7     | 3.7      | 14.8  | 11.1           | 2.4   | 1.36     |
| Promotion is based on employees' interpersonal skills for instance communication skills, adaptability and teamwork. | 35.7              | 28.6     | 17.9     | 10.7  | 7.1            | 2.3   | 1.27     |
| The county provides employees with opportunities for competency development   |                   |          |          |       |                |       |          |

|   |      |      |      |      |      |     |      |
|---|------|------|------|------|------|-----|------|
| to enhance their skills and capabilities in alignment with the identified core competencies in readiness for promotion                    | 32.1 | 17.9 | 32.1 | 14.3 | 3.6  | 2.4 | 1.20 |
| The county focuses in identifying, development and assessment of specific skills and abilities required for success in higher-level roles | 18.5 | 33.3 | 25.9 | 7.4  | 14.8 | 2.7 | 1.30 |

Source: Research Field, 2024

According to Table 5, the study findings revealed that promotion in the county is not usually informed by employees' attained qualifications, awards and accomplishments according to majority of the respondents (40.7 %) and mean of 2.4 which is less than 3. Promotion in the county as opined by 40.7 % and mean of 2.4 which is less than 3 is not based on abilities required for job effectiveness. Promotion is not based on employees' interpersonal skills for instance communication skills, adaptability and teamwork according to 35.7 % and mean of 2.3 which is less than 3. This doesn't meet the expectations of Hawley, et al, (2017) who recommend a competency-based promotion system that is on employees' demonstration of specific competencies or skills deemed essential for success in higher-level roles.

The county does not adequately provide employees with opportunities for competency development to enhance their skills and capabilities in alignment with the identified core competencies in readiness for promotion according to 32.1 % and mean of 2.4 which is less than 3. The county does not focus in identifying, development and assessment of specific skills and abilities required for success in higher-level roles according to 33.3 % and mean of 2.7 which is less than 3. This ought to agree with Skrinjaric and Domadenik (2020) recommend the need for organizations to establish mechanisms to identify of core competencies as a basis of promoting their staff.

#### 4.6 Seniority-Based Promotion Systems on Employee Performance

The participants were requested to give their opinion on the effect of seniority-based promotion system on workers output in Nakuru County. The response was categorized into 5 Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The response was summarized using percentages to describe the dominant opinion from the respondents. The researcher further summarized the findings using mean ( $\mu$ ) to enable drawing the conclusions;  $\mu < 3$  will imply that the respondents are in disagreement with the statement and vice versa. The standard deviation ( $\delta$ ) was used to manifest the divergent responses which is a proof of random and unbiased feedback from the uncoerced and independent respondents. The findings are presented in Table 3 below.

**Table 6: Respondents' Opinion on Seniority-Based Promotion Systems**

| Statements   | Percent (n = 325) |          |          |       |                | $\mu$ | $\delta$ |
|--|-------------------|----------|----------|-------|----------------|-------|----------|
|  | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |       |          |
| Promotion is done based on employees' length of service or tenure of working in the county                                   | 46.4              | 17.9     | 14.3     | 10.7  | 10.7           | 2.2   | 1.42     |
| Promotion is sequentially done based on hierarchy and career progression   | 10.7              | 28.6     | 32.1     | 21.4  | 7.1            | 2.9   | 1.12     |
| Collective Bargaining Agreements (CBA) pursued by workers unions inform the way promotions are done.                         | 21.4              | 35.7     | 32.1     | 7.1   | 3.6            | 2.4   | 1.03     |
| Promotion is given as an incentive for employee retention and loyalty by rewarding long-term commitment to the county        | 25.0              | 21.4     | 21.4     | 28.6  | 3.6            | 2.6   | 1.25     |
| County employees feel more secure in their careers knowing that their tenure is valued and recognized in promotion decisions | 21.4              | 21.4     | 28.6     | 25.0  | 3.6            | 2.7   | 1.19     |

Source: Research Field, 2024

As far as the study findings in Table 6, majority of participants(46.4 %) and mean of 2.2 which is less than 3, promotion was not done based on employees' duration of service or tenure of employment in the county. Promotion is not done sequentially based on hierarchy and career progression according to majority of the respondents (32.1 %) and mean of 2.9 which is less than 3. Collective Bargaining Agreements (CBA) pursued by workers unions were found not to inform the way promotions are done according to 35.7 % and mean of 2.4 which is less than 3. This is alarming as it doesn't relate to Marti, Njenga and James (2022) on union affiliation and pay rates for healthcare employees in Nakuru County, the aspect of union contracts and agreements plays a significant role in employee promotion.

Similarly, promotion was found not to be given as an incentive for employee retention and loyalty by rewarding long-term commitment to the county as cited by 25.0 % of the respondents and mean of 2.6 which is less than 3. County employees were found not to feel secure in their careers in terms of their tenure being recognized in promotion decisions as disputed by 28.6 % and mean of 2.7 which is less than 3. This does not relate to the recommendation by Cheruiyot and Kalei (2020) for promotion decisions are often based on a predetermined hierarchy or progression within the organization.

#### **4.7 Employee Performance in Nakuru County**

Those who were surveyed were requested in order to provide feedback on staff efficiency in Nakuru County. The response was categorized into 5 Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The response was summarized using percentages to describe the dominant opinion from the respondents. The researcher further summarized the findings using mean ( $\mu$ ) to enable drawing the conclusions;  $\mu < 3$  will

imply that the respondents are in disagreement with the statement and vice versa. The standard deviation ( $\delta$ ) was used to manifest the divergent responses which is a proof of random and unbiased feedback from the uncoerced and independent respondents.

The findings are presented in Table 7 below.



**Table 7: Respondents' Opinion on Performance of Nakuru County Employees**

| Statements  | Percent (n = 325) |          |          |       |                | $\mu$ | $\delta$ |
|---|-------------------|----------|----------|-------|----------------|-------|----------|
|   | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |       |          |
| Employees meet goals set by the county  | 3.6               | 10.7     | 28.6     | 21.4  | 35.7           | 2.4   | 1.21     |
| Most employees collaborate well with colleagues and are motivated to support each other's success and contribute to the overall achievement of the county | 10.7              | 50.0     | 17.9     | 17.9  | 3.6            | 2.5   | 1.04     |
| Employees observe work ethics in line with organization's values  | 29.6              | 7.4      | 37.0     | 18.5  | 7.4            | 2.7   | 1.30     |
| Employees in the county aim to excel in their current roles   | 17.9              | 28.6     | 25.0     | 17.9  | 10.7           | 2.6   | 0.99     |
| The current promotion systems boost employee morale   | 28.6              | 21.4     | 17.9     | 10.7  | 21.4           | 2.8   | 1.53     |
| Employees in the county manifest job satisfaction   | 22.2              | 22.2     | 25.9     | 14.8  | 14.8           | 2.8   | 1.37     |
| Employees in the county are fully engaged in their duties   | 17.4              | 21.7     | 26.1     | 30.4  | 4.3            | 2.8   | 1.19     |
| Employees in the county deliver quality services to their clients   | 10.7              | 32.1     | 39.3     | 14.3  | 3.6            | 2.7   | 0.98     |
| There is staff retention in the county and employee loyalty   | 28.6              | 25.0     | 25.0     | 10.7  | 10.7           | 2.5   | 1.32     |
| There is career advancement that drive employees to set ambitious goals, take initiative and go above and beyond in their responsibilities                | 14.3              | 28.6     | 14.3     | 25.0  | 17.9           | 3.0   | 1.37     |

Source: Research Field, 2024

As shown in Table 7, employees moderately met goals set by the county according to 28.6 % of the respondents and mean of 2.9. Most employees were found not to collaborate well with colleagues and neither motivated to neither support each other's success nor contribute to the overall achievement of the county according to 50.0 % and mean of 2.5 which is less than 3.

Employees rarely observe work ethics in line with county's values as opined by 37.0 and mean of 2.7 which is less than 3. Similarly, the study revealed that employees in the county are not motivated to excel in their current roles according to 28.6 % and mean of 2.6 which is less than 3. This is alarming as it falls short of Garba and Idris (2021) to investigate the impact of promotions on staff fulfilment in Nigerian tertiary institutions found that promotions boost worker happiness and help organizations reach their goals.

Majority of the respondents asserted that the promotion systems did not boost their morale as employees (28.6 %) and mean of 2.8 which is less than 3. Employees in the county do not manifest job satisfaction according to 25.9 % and mean of 2.8 which is less than 3. Employees in the county were not fully engaged in their duties as asserted by 30.4 and mean of 2.8 which is less than 3. On the other hand, According to the analysis's findings, workers in the county do not adequately deliver quality services to their clients according to 39.3 % of the respondents and mean of 2.7 which is less than 3. There was no adequate staff retention in the county nor employee loyalty according to 28.6 % and mean of 2.5 which is less than 3. There is no career advancement that can drive employees to set ambitious goals, take initiative and go above and beyond in their responsibilities according to 28.6 % and mean of 3.0. This doesn't meet the expectations of Brayfield and Crockett (2019) the most value adding possession available to any organization is its workforce as top-notch workers enhance the effectiveness and prosperity of the company.

#### **4.8 Opinions from the Key Informants**

The researcher conducted face to face interview to gather in-depth opinions from the key informants who were the heads of human resource department in the county so as to create a

deeper understanding of how staff promotion systems are established and implemented in Nakuru County.

The key informants were asked to give their opinion on how is the staff promotion in the county done to ensure that it affects staff performance positively. From their opinions, they asserted that promotion in Nakuru County is done on merit and performance. They stated that the promotion of staff is a transparent process that is done without favourism. According to the key informants, there is recognition of efforts through staff promotion in the county done to boost employee morale which is a key attribute to performance. Most critically, the respondents indicated that those members of staff who apply for promotion but their requests are not considered are communicated to.

The key informants were asked to give their opinions on how the performance-based promotion system was being implemented in Nakuru County and how it was affecting staff performance. They indicated that the county human resource management had set benchmarks that include job performance metrics and overall contribution top county objectives. The respondents asserted that the human resource management in the county did use regular performance evaluation that give feedback and allow employees understand their strengths and weaknesses. They also cited the use of promotion committees or panels to ensure that the process is fair, transparent and free from bias.

Merit-based was stated to have a positive effect on employee performance through staff engagement and motivation thus increasing their productivity and efficiency. According to the respondents, the clear paths for career growth were attributed to continuous improvement of their skills leading to increased and retained high performance. The respondents opined that

employees in Nakuru County were more satisfied and highly motivated as a result of fair and merit-based staff promotion.

The respondents stated that Nakuru County human resource management implements competency-based promotion system through regular reviews to assess the employees' contribution. The opportunities to reward employee competence is transparently communicated to give equal chance to all members of staff who might be qualified for promotion. The delegation of duties is well enshrined in employees' job descriptions which forms basis of assessing employee competence. Employees are also assigned mentors to guide them in developing critical competencies giving them an competitive advantage for upcoming promotion opportunities. Employees were said to be highly motivated and more engaged in commitment, accountable and innovation.

The key informants stated that seniority-based promotion system in the Nakuru County was not well elaborated since there was no set timelines after which an employee can be promoted. On the contrary, promotion in the county is guided by deliberations of a human resource committee on the candidates for promotion. The respondents further asserted that seniority-based promotion system if implemented would reduce internal competition among employees as there would be no need to outperform colleagues to earn promotion. Long serving employees were considered by the respondents to feel valued when their years of service are rewarded.

The researcher requested the key informants to identify the challenges faced staff promotion in Nakuru County. They stated that there was problem in establishing clear promotion criteria. Another problem raised a concern of limited number of promotion opportunities for higher level promotions available. Promotion based on personal relationships was raised as concern that was found to fuel resentments among employees in addition to it being a conflict of

interest. The key informants stated that employees may not trust the evaluation process if they feel it is biased or poorly managed. The financial constraints experienced in the devolved governance was a limitation to promotion of staff as the county would face challenges in catering for the extra budget that comes with higher appointments and more remuneration. The key informants were requested to give suggestion on the remedies for the cited challenges. They suggested the needed for Nakuru County human resource management to develop and clearly communicate promotion criteria to encourage the employees apply for consideration. County government was also suggested to consider creating alternative career paths. The respondents opined the need for county government to ensure transparency by documenting and sharing how staff promotion decisions are made. They suggested that the county should ensure performance evaluations are conducted consistently so that employees get continuous feedback. The county should enhance their resource mobilization, revenue generation and reduced wastage of public funds so as to enable them cater for costs implication as a result of promotion.

#### **4.9 Inferential Statistics**

The investigation attempted to measure the results of empowering workers on the workforce in Nakuru County. The independent variables are merit-based support, support-based support, talent-based support and seniority support. On the other hand, the workers' work is unusual. This was done by conducting statistical analysis including correlation analysis, at a significance level of 5%, using several regression models and chi-square.

##### **4.9.1 Correlation Analysis**

To examine the efficacy of the county of Nakuru's personnel advancement procedures, the investigator used Karl Pearson correlation tests affected employee performance. Table 8

displays the findings in a correlation matrix that includes the r-values and p-values for 325 samples with a critical value ( $\alpha$ ) set at 0.05.

**Table 8: Correlation Matrix**

|                                       |                         | Employee<br>Performance | Performance-<br>based | Merit-<br>based | Competency-<br>based | Seniority-<br>based |
|---------------------------------------|-------------------------|-------------------------|-----------------------|-----------------|----------------------|---------------------|
| Karl<br>Pearson<br>Correlation<br>(r) | Employee<br>Performance | 1                       | 0.4193                | 0.4122          | 0.3843               | 0.6651              |
|                                       | Performance-based       | 0.4193                  | 1                     | 0.3983          | 0.1162               | 0.4611              |
|                                       | Merit-based             | 0.4122                  | 0.3983                | 1               | 0.4320               | 0.2638              |
|                                       | Competency-based        | 0.3843                  | 0.1162                | 0.4320          | 1                    | 0.3228              |
|                                       | Seniority-based         | 0.6651                  | 0.4611                | 0.2638          | 0.3228               | 1                   |
| Performance-based                     |                         | 0.000                   | 0.000                 | 0.000           | 0.000                | 0.000               |
|                                       |                         |                         | 0.000                 | 0.000           | 0.000                | 0.000               |
|                                       |                         |                         | 0.000                 | 0.000           | 0.000                | 0.000               |
|                                       |                         |                         | 0.000                 | 0.000           | 0.000                | 0.000               |
| N = 325, $\alpha$ = 0.05              |                         |                         |                       |                 |                      |                     |
| p-value                               | Employee<br>Performance |                         | 0.000                 | 0.000           | 0.000                | 0.000               |
|                                       | Merit-based             | 0.000                   | Competency-based      | 0.000           |                      |                     |
|                                       | Seniority-based         | 0.000                   |                       |                 |                      |                     |

Source: Research Field, 2024

A Pearson correlation coefficient of  $r(325) = 0.4193$  and a p value of  $0.000 < 0.05$  were obtained from the testing of the association between work assistance and worker efficiency. As a result, the success improvement program has become 5% more important and has a favorable effect on recruitment in Nakuru County.

The assessment of the relationship between skill based support and employee performance obtained a positive relationship of  $r(325) = 0.4122$ , p value =  $0.000 < 0.05$ . This means that

employment as support has a beneficial effect on the hiring of employees in Nakuru County and is significant as 5%.

The correlation among skills-based assistance and its evaluation and employee output resulted in the relationship of  $r(325) = 0.3843$ ,  $p \text{ value} = 0.000 < 0.05$ . This means that skill development has a positive impact on the workforce in Nakuru County and is significant at 5% significance level. Correlation coefficient  $r(325) = 0.6651$ ,  $p \text{ value} = 0.000 < 0.05$ . This means that promotion of the elderly has a positive impact on the workforce in Nakuru County and is significant at 5% significance level.

#### 4.9.2 Regression Analysis

The analyst performed relapse investigation the impact of staff advancement frameworks on representative execution in Nakuru Province. To begin with, the analyst looked for to set up the appropriateness of reasonableness of the application of relapse examination by giving the Investigation of Change (ANOVA) as appeared in Table 9. Furthermore, the combined impact of the free factors specifically performance-based advancement frameworks, meritbased advancement frameworks, competency-based advancements and seniority-based promotion on the subordinate variable, that's , representative execution was displayed within the relapse demonstrate rundown displayed in Table 10. The individual impact of each of the staff advancement frameworks was displayed within the Table 11 which is the table of coefficients, that educated the definition of relapse show.

**Table 9: Regression ANOVA Mean Square**

|   |   |   | <b>Sum of Squares</b> | <b>Df</b>        | <b>F</b> | <b>Sig.</b> |
|---|---|---|-----------------------|------------------|----------|-------------|
| Regression  | 4 | 7 | 1.8342                | 6.1295           | 0.000    | Residual    |
|   |   |   |                       |                  |          | 23          |
|   |   |   |                       |                  |          | 7           |
|   |   |   | 0.2992                |                  |          |             |
| <b>Total</b>                                      |   |   | <b>27</b>             | <b>14.219366</b> |          |             |
| a <b>Dependent Variable:</b> Employee Performance |   |   |                       |                  |          |             |

**b Predictors:** (Constant), Performance-Based Promotion Systems, Merit-Based Promotion Systems, Competency-Based Promotions and Seniority-Based Promotion

Source: Researcher (2024)

Since the p value = 0.000 < 0.05 shown in the variance regression analysis, it means that the test of regression with a 5% threshold of significance is appropriate for this investigation. This confirms that researchers can conduct a retrospective analysis in order to ascertain the impact of staff support on worker output.

**Table 10: Regression Model Summary**

| Model | R                   | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|---------------------|----------|-------------------|--------------------------------|
| 1     | 0.7183 <sup>a</sup> | 0.6431   | 0.5159            | 0.5470                         |

a Predictors: (Constant), Performance-Based Promotion Systems, Merit-Based Promotion Systems, Competency-Based Promotions and Seniority-Based Promotion

b Dependent Variable: Employee Performance

Source: Researcher (2024)

As far as R-squared value = 0.6431 in Table 4.10 above, the combination of competency based support, performance based support, ability based support and retirement support adds up to 64.3% for residents. The majority of the employees (35.7%) is distinguished by extraordinary variations and erroneous terms.

**Table 11: Table of Coefficients**

|                   | Unstandardized Coefficients (β) | Std. Error | t     | p-value |
|-------------------|---------------------------------|------------|-------|---------|
| (Constant)        | 0.3728                          | 0.5032     | 0.741 | 0.509   |
| Performance-based | 0.1732                          | 0.155      | 0.473 | 0.003   |
| Merit-based       | 0.1964                          | 0.1858     | 1.057 | 0.004   |
| Competency-based  | 0.1035                          | 0.1443     | 0.717 | 0.001   |
| Seniority-based   | 0.5304                          | 0.169      | 3.138 | 0.000   |

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**Dependent Variable:** Employee Performance

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The regression model that is shown below was constructed with the help of the regression coefficients that are provided in Table 11 above.

y equals 0.3728 plus 0.1732 in X1, 0.1964 in X2, 0.1035 in X3, 0.5304 in X4, and  $\epsilon$ .

The constant value was determined to be  $\beta_0 = 0.3728$ , which was derived from the model.

The correlation between the performance-based promotion system and employee performance was found to have a coefficient of regression of  $\beta_1 = 0.1732$ , with a p-value of 0.003 being under the threshold of 0.05. The conclusion that can be drawn from this is that a performance-based promotion system brings about a favourable impact on employee performance that is significant at the 5% level of significance.

The correlation between the merit-based promotion system and employee performance was found to have a coefficient of regression of  $\beta_2 = 0.1964$ , with a p-value of 0.004 at a significance level of 0.05. The conclusion that can be drawn from this is that a merit-based promotion system brings about a beneficial impact on employee performance that is noteworthy when the significance threshold is set at 5%.

The correlation between the competency-based promotion system and employee performance was shown to have a coefficient of regression of  $\beta_3 = 0.1035$ , with a p-value of 0.001 at a significance level of 0.05. The conclusion that can be drawn from this is that the competency-based promotion system has a beneficial impact on employee performance that is further noteworthy at the 5% level of significance.

The correlation between the seniority-based promotion system and employee performance was shown to have a coefficient of regression of  $\beta_4 = 0.5304$ , with a p-value of 0.000 at a

significance level of 0.05. It follows that, at the 5% level of significance, there is a positive effect of a seniority-based advancement scheme on worker productivity.

### 4.9.3 Chi-Square Results

The researcher conducted Chi-Square test at 95% levels of confidence as a confirmatory test. Since the variables were categorical, it was possible to test their independence using Karl Pearson Chi-square test. Table 12 displays the findings.

**Table 12: Chi-Square Results**

| Determiners       | Chi-square | df | p-value |
|-------------------|------------|----|---------|
| Performance-based | 97.241     | 16 | 0.000   |
| Merit-based       | 127.385    | 16 | 0.000   |
| Competency-based  | 118.684    | 16 | 0.000   |
| Seniority-based   | 136.872    | 16 | 0.000   |

Source: Researcher (2021)

The test on the effects of staff promotion systems on employee performance yielded The Pearson Chi-Square test of  $\chi^2 (16, n = 325) = 97.241, p = 0.000 < 0.05$  for performance-based promotion system,  $\chi^2 (16, n = 325) = 127.385, p = 0.000 < 0.05$  for merit-based promotion system,  $\chi^2 (16, n = 325) = 118.684, p = 0.000 < 0.05$  for competency-based promotion system and  $\chi^2 (16, n = 325) = 136.385, p = 0.000 < 0.05$  for seniority-based promotion system. The conclusions of the Karl Pearson regression and correlation models are supported by these data, which allow us to conclude that employees participate in development schemes have positive effects on employee satisfaction in Nakuru County that is significant at with a threshold for significance of 5%.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The most important results of the study are summarized under this section, conclusions drawn from both the results and the recommendations formulated from the results. The researcher finally gave his suggestions to identify potential research directions.

#### **5.2 Summary of Study Findings**

This phase offers the recap of the key study results in line with the research findings.

##### **5.2.1 Performance-Based Promotion Systems on Employee Performance**

The study's findings demonstrated that, in the opinion of the vast majority of those surveyed, there are no precise, well-defined goals or standards in place to assess employees' performance. In order to discover and evaluate employee performance, which influences promotion decisions, staff evaluations and assessments are not carried out frequently or methodically. The results show that worker contributions to the achievement of the the company's aims, principles, and targets are not the primary basis for promotion. Promotions are not given in a way that fairly compensates workers for their accomplishments and performance. Employee advancement is not closely correlated with proven abilities and proficiencies in the job. Furthermore, it seems that judgments about promotions are not heavily influenced by an employee's work quality. It was discovered that a worker's leadership skills and commitment to deadlines, company values, and objectives were rarely taken into consideration when determining their promotion. The ability of the business to reward and acknowledge

outstanding staff achievements appears to be compromised by the absence of a strong, performance-oriented advancement structure. The organization's ability to accomplish its strategic goals and overall enthusiasm for work may suffer as a result. One important tool for improving performance for individuals as well as organizations may be the creation and application of a more open, fair, and performance-based promotion system.

### **5.2.2 Merit-Based Promotion Systems on Employee Performance**

The study's findings demonstrated serious flaws in Nakuru County's performance-driven advancement scheme. Clear, impartial standards for determining a worker's eligibility for advancement were not in place. Seldom was staff achievement evaluated in relation to any set centered around merit criteria. Even workers who regularly went above and above were typically not rewarded appropriately. Workers who made a substantial contribution to the county's performance were acknowledged, but they weren't always given consideration for promotions, according to the report. The likelihood of an employee succeeding in an administrative role did not seem to be a significant factor in hiring choices. Promotion in the county was not primarily driven by individual achievement, responsibility, specialization, creativity, or problem-solving skills. The county's capacity to identify, reward, and retain its best personnel appeared to be weakened by the absence of a strong, performance-based promotion system. One important tool for improving the performance of both individuals and organizations may be the creation of a more open, centered around merit advancement structure.

### **5.2.3 Competency-Based Promotion Systems on Employee Performance**

The results showed that promotion in the county is not usually informed by employees' attained qualifications, awards and accomplishments. Promotion in the county was found not to be

based on abilities required for job effectiveness. Promotion is not based on employees' interpersonal skills for instance communication skills, adaptability and teamwork. The county was found not to adequately provide employees with opportunities for competency development to enhance their skills and capabilities in alignment with the identified core competencies in readiness for promotion according. The county does not focus in identifying, development and assessment of specific skills and abilities required for success in higherlevel roles.

#### **5.2.4 Seniority-Based Promotion Systems on Employee Performance**

It was found that in Nakuru County, promotion was not done on basis on employees' duration of service or tenure having being employed in the county. Promotion was not done sequentially based on hierarchy and career progression according. Collective Bargaining Agreements (CBA) pursued by workers unions were found not to inform the way promotions are done. Similarly, promotion was found not to be given as an incentive for employee retention and loyalty by rewarding long-term commitment to the county. County employees were found not to feel secure in their careers in terms of their tenure being recognized in promotion decisions.

#### **5.3 Conclusions**

The primary purpose of this research was to analyze how Nakuru County's performancebased promotion procedures affected worker productivity. The correlation coefficient between the performance-based promotion system and employee performance was found to be 0.4193 after the inferential statistics analysis was run, given that the p-value is 0.000, which is below than the 0.05 criterion of relevance. This indicates that, at the 5% degree of importance, the performance-based promotion system positively impacts the productivity of workers in Nakuru County. The regression coefficient for the impact of the output-based promotion system's effect

on workers' output was 0.1732, with a p-value of  $0.003 < 0.05$ . This suggests that, at the 5% level of relevance, performance-based promotion systems do, in fact, improve employee performance. There is a considerable beneficial influence of the performance-based promotion system on worker output in Nakuru County, as shown by the Pearson Chi-Square of  $\chi^2 (16, n = 325) = 97.241, p = 0.000 < 0.05$ .

The second goal was to find out how well Nakuru County's merit-based promotion schemes worked. The correlation coefficient  $r (325) = 0.4122$ , with a p-value of  $0.000 < 0.05$ , was obtained from the test conducted on the link between the merit-based promotion system and employee performance. If this holds true at the 5% level of significance, it means that the merit-based promotion system in Nakuru County has a beneficial influence on employee performance. The correlation between employee performance and the merit-based promotion system was found to be 0.1964, with a p-value of  $0.004 < 0.05$ . At the 5% level of significance, this indicates that the merit-based promotion system significantly improves employee performance. The Chi-square test demonstrated statistical significance with a  $\chi^2 (16, n = 325) = 127.385$  and a p-value of  $0.000 < 0.05$ . This proves, with a 5% level of significance, that a merit-based promotion system improves employee performance.

The third aim included finding out how well the competency-driven promotion system was working for the county of Nakuru. A measurement factor of relationship of  $r (325) = 0.3843$  beside a p-value. of  $0.000 < 0.05$  were obtained from the test conducted on the association between the competency-based promotion system and employee performance. This indicates that, at the 5% level of significance, the competency-based promotion system positively impacts worker productivity in Nakuru County. A regression coefficient of 0.1035 was obtained from the competency-based promotion system's influence on employee

performance, with a p-value of  $0.001 < 0.05$ . This shows that , at the 5% level of relevance, competency-based promotion systems do, in fact, improve employee performance. The  $\chi^2$  (16, n = 325) = 118.684 and  $p = 0.000 < 0.05$  were the results of the Chi-square test. At the 5% level of significance, the research found that the competency-based promotion system had a beneficial impact on productivity in the workplace in Nakuru County.

Determine the impact of seniority-based promotion schemes on worker output in Nakuru County—the study's fourth aim. The correlation coefficient between the seniority-based promotion system and employee performance was 0.6651, at the 0.05 threshold of relevance, with a p-value of 0.005. This suggests that the system has a positive and statistically significant effect on employee performance in Nakuru County, at the 5% level of significance. A regression coefficient of  $\beta_4 = 0.5304$ , with a p-value of  $0.000 < 0.05$ , was obtained from the interaction between the seniority-based promotion system and employee performance. At the 5% level of significance, this means that the seniority-based promotion system positively affects employee performance. The Chi-square test demonstrated statistical significance with a  $\chi^2$  (16, n = 325) = 136.385 and a p-value of  $0.000 < 0.05$ . This proves, at the 5% level of significance, that the seniority-based promotion system in Nakuru County has a favorable impact on productivity in the workplace.

#### **5.4 Recommendations**

It is necessary for the county governments to design and implement effective promotion systems to enhance their effectiveness by adapting their promotion practices to changing workforce dynamics, good human resource practices as well as employee welfare to

guarantee quality services to the citizens.

The leadership and policy makers need to embrace effective employee promotion systems in line with their county goals and values. Promotion systems on performance can help organizations ensure that their promotion criteria and processes support the strategic direction of the county and reinforce desired behaviors and outcomes.

The employees in County government just like in other similar organization need to be committed in their line of duty so as to give them a competitive advantage and increase their chances of being selected for promotion that will in turn motivate and boost their morale, satisfaction and commitment to the county.

The county should ensure performance evaluations are conducted consistently so that employees get continuous feedback. The county should enhance their resource mobilization, revenue generation and reduced wastage of public funds so as to enable them cater for costs implication as a result of promotion.

### **5.5 Suggestion for Further Studies**

The investigation emphasized more on the employees' wellbeing in terms of the benefits that comes with effective staff promotion systems. Little is given on the efforts by the county governments to empower and build capacity of the employees for continual improvement as they discharge their duties in services to the citizens. With this background in mind, a research, it is suggested to build the effects of employees' capacity building on the quality-of-service delivery in the county.

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## **APPENDICES**

### **APPENDIX I: CONSENT FORM**

#### **RESEARCH TOPIC: Effect of Staff Promotion Systems on Employee Performance, A Case of Nakuru County Staff**

Dear Participant.

I am Daniel Karanja a student of Mount Kenya University pursuing Masters of Business Administration (MBA) specializing in Human Resource Management. I am in the process of doing my research project with the title “Effect of Staff Promotion Systems on Employee Performance, A Case of Nakuru County Staff”

The purpose of the study will be to assess the effect of staff promotion systems on performance of Nakuru County employees.

The specific objectives will be;

1. To examine the effect of performance-based promotion system on performance of Nakuru County employees.
2. To evaluate the effect of merit-based promotion system on performance of Nakuru County employees.
3. To assess the effect of competency-based promotion system on performance of Nakuru County employees.
4. To find out the effect of seniority-based promotion system on performance of Nakuru County employees.

The information collection questionnaire related to the aforementioned goals is attached. This is to respectfully ask that you take part in the survey by providing the most accurate response you can to the questions given. As a respondent, you are free to decline to participate or skip any questions you are uncomfortable answering. Participation is completely voluntary. It's reassuring to know that you are welcome to take part because there are no known risks involved, and your response will remain private and anonymous. The results will only be applied to the scholarly investigation. You will not directly profit from taking part in this study. On the other hand, policy officials, academics, and future researchers might find the findings useful.

If you are willing to take part, I need you to complete the survey within the next 15 to 30 minutes so I can finish the research.

Feel free to reach out to the investigator, Daniel Karanja, at 0781002437, or the supervisor, Dr. Jacqueline Omuya, at 0722 699246, with any queries you may have about this study. Please contact the Chairman of the Ethical Review Committee at Mount Kenya University at P.O. Box 342-01000 Thika if you have any inquiries about your rights as a study participant.

Your help with this crucial task is much appreciated.

**CONSENT**

I read the information given to me and understood it. I also had the chance to ask questions. This is a completely optional activity, and I am aware that I may stop at any moment, for any reason, and at no expense to myself. You will be providing me with a copy of this permission form, and I understand that. By participating in this research, I provide my informed consent.

Participant's signature .....

Date .....

Investigators' signature .....

Date .....

## APPENDIX II: QUESTIONNAIRE FOR EMPLOYEES

### INTRODUCTION SECTION

I am Daniel Karanja a student of Mount Kenya University pursuing Masters of Business Administration (MBA) specializing in Human Resource Management. I am in the process of doing my research project with the title “**Influence of Staff Promotion Systems on Employee Performance, A Case of Nakuru County Staff**”. You have been chosen at random to participate in the study by answering the following questions to the best of your knowledge.

### SECTION A: BACKGROUND INFORMATION

1. What is your gender;

Male [ ]

Female [ ]

2. What is your age (years) bracket?

18 – 30 [ ]

31 – 40 [ ]

41 – 50 [ ]

51 – 60 [ ]

Above 60 [ ]

3. What is your highest academic qualification?

Certificate [ ]

Diploma [ ]

Bachelors [ ]

Masters [ ]

PhD [ ]

4. How long have you worked in the county (in years)?

- Below 1 [ ]
- 1 – 3 [ ]
- 3 – 8 [ ]
- 8 – 13 [ ]
- More than 13 [ ]

5. Indicate your position; .....

**SECTION B: PERFORMANCE-BASED PROMOTION SYSTEM**

The following statements describe the performance-based promotion system. After thoroughly reviewing every assertion, express your agreement with them by checking the boxes given.

**Key**

*1. Strongly Disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly Agree*

| Statements  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| There are clear and objective criteria established to evaluate employees' performance                             |   |   |   |   |   |
| Staff evaluations and appraisals are done regularly to identify staff performance that effect promotion decisions |   |   |   |   |   |
| Promotion is based on employees' contributions to the attainment county objectives, values and goals              |   |   |   |   |   |
| Promotion is given to reward employees for their performance and achievements                                     |   |   |   |   |   |
| Promotion of staff is done based on demonstrated skills in line of duty   |   |   |   |   |   |
| Promotion is based on employees' quality of work  |   |   |   |   |   |
| Promotion is based on employees' leadership abilities   |   |   |   |   |   |
| Promotion is based on employees' adherence to deadlines and organizational values and goals                       |   |   |   |   |   |

**SECTION C: MERIT-BASED PROMOTION SYSTEM**

The following statements describe the merit-based promotion system. After thoroughly reviewing every assertion, express your agreement with them by checking the boxes given.

**Key**

1. *Strongly Disagree* 2. *Disagree* 3. *Not sure* 4. *Agree* 5. *Strongly Agree*

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| The county has clear and objective criteria established to evaluate employees' merit for promotion         |   |   |   |   |   |
| Employees' performance is regularly assessed against the established merit criteria                        |   |   |   |   |   |
| Employees who consistently demonstrate exceed expectations are   |   |   |   |   |   |
| Employees who contribute significantly to the county's success are recognized and considered for promotion |   |   |   |   |   |
| Promotion in the county is informed by employees' potential to succeed in higher-level roles               |   |   |   |   |   |
| Promotion in the county is based on individual excellence and accountability                               |   |   |   |   |   |
| Promotion is based on unique employees' expertise, innovation and problem-solving capabilities             |   |   |   |   |   |

#### SECTION D: COMPETENCY-BASED PROMOTION SYSTEM

The following statements describe the competency-based promotion system. After thoroughly reviewing every assertion, express your agreement with them by checking the boxes given.

#### Key

1. *Strongly Disagree* 2. *Disagree* 3. *Not sure* 4. *Agree* 5. *Strongly Agree*

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Promotion in the county is informed by employees' attained qualifications, awards and accomplishments  |   |   |   |   |   |
| Promotion is based on abilities required for job effectiveness   |   |   |   |   |   |
| Promotion is based on employees' interpersonal skills for instance communication skills, adaptability and teamwork.  |   |   |   |   |   |
| The county provides employees with opportunities for competency development to enhance their skills and capabilities in alignment with the identified core competencies in readiness for promotion |   |   |   |   |   |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| The county focuses in identifying, developing and assessing specific skills and abilities required for success in higher-level roles |  |  |  |  |  |
|--|--|--|--|--|--|

**SECTION E: SENIORITY-BASED PROMOTION SYSTEM**

The following statements describe the seniority-based promotion system. Kindly give serious consideration to each statement and indicate by ticking (√) the provided boxes that best describes agreement with of these statements.

**Key**

- 1. Strongly Disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly Agree*

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Promotion is done based on employees length of service or tenure of working in the county                                    |   |   |   |   |   |
| Promotion is sequentially done based on hierarchy and career progression   |   |   |   |   |   |
| Collective Bargaining Agreements (CBA) pursued by workers unions inform the way promotions are done.                         |   |   |   |   |   |
| Promotion is given as an incentive for employee retention and loyalty by rewarding long-term commitment to the county        |   |   |   |   |   |
| County employees feel more secure in their careers knowing that their tenure is valued and recognized in promotion decisions |   |   |   |   |   |

**SECTION F: EMPLOYEE PERFORMANCE**

The following statements describe workers output. Please read each statement carefully and indicate by ticking (√) the provided boxes that best describes agreement with of these statements.

**Key**

- 1. Strongly Disagree 2. Disagree 3. Not Sure 4. Agree 5. Strongly Agree*

| Statements                             | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Employees meet goals set by the county |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Most employees collaborate well with colleagues and are motivated to support each other's success and contribute to the overall achievement of the county |  |  |  |  |  |
| Employees observe work ethics in line with organization's values  |  |  |  |  |  |
| Employees in the county aim to excel in their current roles   |  |  |  |  |  |
| The current promotion systems boost employee morale   |  |  |  |  |  |
| Employees in the county manifest job satisfaction   |  |  |  |  |  |
| Employees in the county are fully engaged in their duties   |  |  |  |  |  |
| Employees in the county deliver quality services to their clients   |  |  |  |  |  |
| There is staff retention in the county and employee loyalty   |  |  |  |  |  |
| There is career advancement that drive employees to set ambitious goals, take initiative and go above and beyond in their responsibilities                |  |  |  |  |  |

*Thank you for your participation.*

**APPENDIX III: INTERVIEW SCHEDULE FOR KEY INFORMANTS**

- 1) How is the staff promotion in the county done to ensure that it affects staff performance positively?

.....  
 .....

- 2) How is the performance-based promotion system implemented in the county and how does it affect staff performance?

.....  
 .....

- 3) How is the merit-based promotion system implemented in the county and how does it affect staff performance?

.....  
.....

4) How is the competency -based promotion system implemented in the county and how does it affect staff performance?

.....  
.....

5) How is the seniority-based promotion system implemented in the county and how does it affect staff performance?

.....  
.....

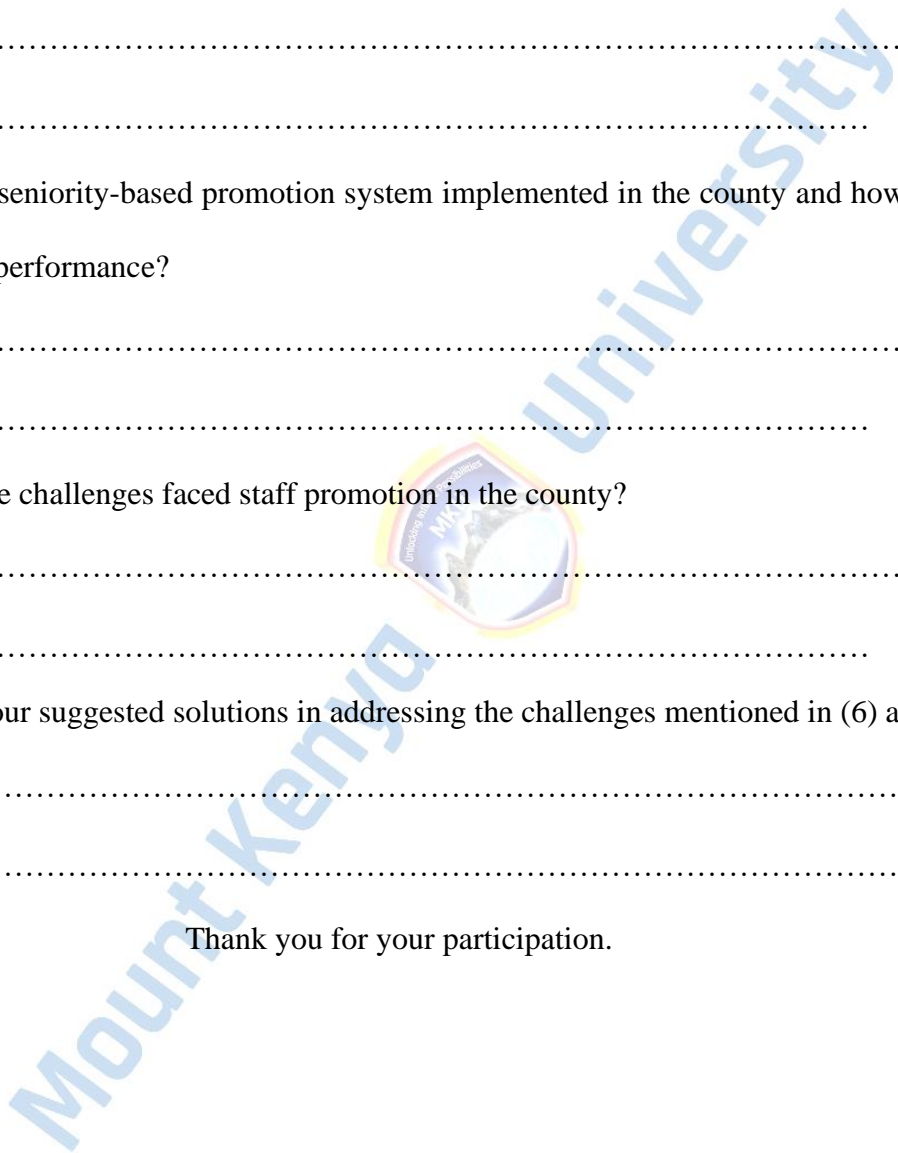
6) What are the challenges faced staff promotion in the county?

.....  
.....

7) What are your suggested solutions in addressing the challenges mentioned in (6) above?

.....  
.....

Thank you for your participation.



**APPENDIX IV: SCHEDULE OF ACTIVITIES**

| <b>Activities</b>                                | <b>Jan<br/>2024</b> | <b>Feb<br/>2024</b> | <b>Jun<br/>2024</b> | <b>Jul<br/>2024</b> | <b>Sep<br/>2024</b> | <b>Oct<br/>2024</b> | <b>Nov<br/>2024</b> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Literature review                                |                     |                     |                     |                     |                     |                     |                     |
| Developing research concept                      |                     |                     |                     |                     |                     |                     |                     |
| Proposal writing                                 |                     |                     |                     |                     |                     |                     |                     |
| Proposal defense                                 |                     |                     |                     |                     |                     |                     |                     |
| Correcting of proposal                           |                     |                     |                     |                     |                     |                     |                     |
| Data Collection                                  |                     |                     |                     |                     |                     |                     |                     |
| Data Analysis and Report Writing                 |                     |                     |                     |                     |                     |                     |                     |
| Project submission and Dissemination of findings |                     |                     |                     |                     |                     |                     |                     |

APPENDIX VI: ERC



REF: MKU/ISERC/4446  
TO: DANIEL TUTTY KARANJA

Date: 27 September 2024

REG: MBA/2023/38173

Dear Sir/Madam,

**RE: INFLUENCE OF STAFF PROMOTIONS SYSTEMS ON EMPLOYEE PERFORMANCE IN NAKURU COUNTY KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3168**. The approval period is **27/09/2024 - 26/09/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

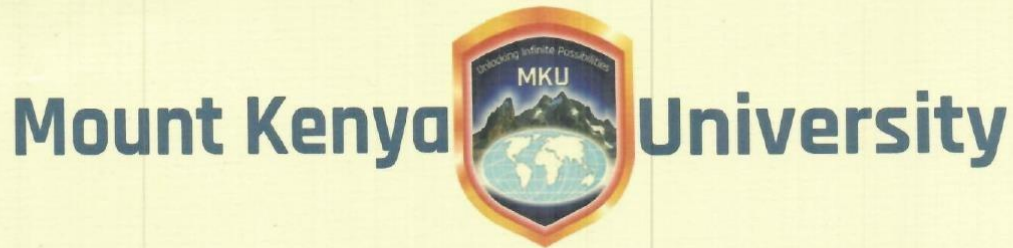
Yours sincerely,

Dr. Alfred Owino, PhD  
Chairman, Mount Kenya University ISERC



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 / +254 709 153 200  
Email: info@mku.ac.ke Web: www.mku.ac.ke

APPENDIX VII: INTRODUCTION LETTER



## DIRECTORATE OF GRADUATE STUDIES

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MBA/2023/38173

25<sup>th</sup> September, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,


**RE: DANIEL TUTTY KARANJA- REGISTRATION NO. MBA/2023/38173**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Staff Promotions Systems on Employee Performance in Nakuru County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024**.





Any assistance accorded to the student will be highly appreciated.

Thank you.

  
Dr. Samuel M. Karenga, PhD  
Director, Graduate Studies  
Enc.

Mount Kenya University  
P.O. Box 342 - 01000, THIKA  
Office of the Director,  
Graduate Studies

APPENDIX VIII: NACOSTI PERMIT


**REPUBLIC OF KENYA**  
 Ref No: **850835**  
**RESEARCH LICENSE**  
  
**This is to Certify that Mr.. DANIEL TUTY KARANJA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: INFLUENCE OF STAFF PROMOTION SYSTEMS ON EMPLOYEE PERFORMANCE IN NAKURU COUNTY KENYA for the period ending : 07/October/2025.**  
 License No: **NACOSTI/P/24/40761**  
 Applicant Identification Number: **850835**  
  
**Director General**  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**  
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.





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- 24** Missing Citation 3%  
Matches that have quotation marks, but no in-text citation
- 0** Cited and Quoted 0%  
Matches with in-text citation present, but no quotation marks

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