



**JOB PROMOTION AND EMPLOYEE PERFORMANCE
IN KENYA FORESTRY RESEARCH INSTITUTE HEADQUARTER
IN MUGUGA, KIAMBU COUNTY**

**Ratemo Veronica¹ⁱ,
Bula Hannah²,
Makhamara Felistus³**

¹Msc Scholar,
School of Business,
Kenyatta University,
Kenya

²Senior Lecturer, Dr.,
School of Business,
Kenyatta University,
Kenya

³Lecturer, Dr.,
School of Business,
Kenyatta University,
Kenya

Abstract:

Employee performance at Kenya Forestry Research Institute has been found to be poor, with more than one third of organization's employees failing to meet deadlines, regarding accomplishing their tasks or organizational targets. This study sought to investigate the effects of job promotion practices on employee performance in Kenya Forestry Research Institute in Muguga, Kenya. The study was anchored on expectancy theory. The study used a positivism philosophy and a descriptive research design. The unit of analysis was Kenya Forestry Research Institute. The target population was all the 178 staff working in Kenya Forestry Research Institute in Muguga. A sample of 121 respondents was selected through stratified random sampling. A semi-structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. Analysis of qualitative data was carried out through thematic analysis. Descriptive statistics focused on frequency distribution, percentages, mean and standard deviation. Components of inferential statistics include; Pearson correlation coefficient and multivariate regression analysis. Both descriptive and inferential data was analyzed by the help of SPSS Version 25. The results obtained were presented both in tables as well as figures (pie charts and bar graphs). The study found that job promotion practices have significant effect on employee performance in Kenya

ⁱ Correspondence: email veronica.mongina@yahoo.com

Forestry Research Institute. Further, the study found that employees acquire new skills through job promotion. Henceforth, the study recommends that Kenya Forest Research Institute Headquarter should consider leadership abilities, attitude of staff and review past performance when promoting staff so as to improve on their overall competency skills.

JEL: J01; J81

Keywords: job promotion, employee performance

1. Introduction

The value of rewarded staff cannot be taken for granted in both private and public institutions due to the increasing demands of stakeholders, limited organizational resources, globalization and the rapidly changing technology. In any organization, rewarded staff tend to be efficient, hardworking, and give their maximum output to ensure organizational goals are achieved (Munyeki & Were, 2017). Employees with the highest level of motivation are often productive in their area of work thus leading to improvement in overall performance. One strategy of improving employee motivation is job promotion.

In Pakistan, Yasmeen, Farooq and Asghar (2013) indicate that job promotion had a strong influence on organizational performance. Christiane, Robert Susanne and Arjan (2011) noted that every job promotion opportunity is observed among organizations in USA so as to motivate staff to get the best from them thus leading to improvement in overall organizational performance. Saud, Tulus, Asri, Riani, Sri and Mugi (2017) noted that job promotion practices play a key role in promoting affective staff commitment and overall performance. In Uganda, Musenze, Mayendesifuna, Buteeme and Lubega (2013) indicated that job promotion positively affects staff performance. In Kenya, Ndede (2014) found out that job promotion had an impact on staff performance.

Promotion is the advancement in ranks within the organization which is accompanied by increase in responsibilities. Promotion affects employees' behaviors and encourages them to use their abilities positively so that they can move ahead (Allen & Helms, 2014). Promotion positively affects staff performance; good behavior is also rewarded through promotion. Nevertheless, giving the best jobs to outsiders can reduce work motivation hence leading to low performance and reduced morale in working with the aim of getting those better jobs (Seward, 2019). Ndede (2014) indicates that job promotion practices focus on improving staff skills, assigning new responsibilities and transfers (shifting work positions).

1.1 Statement of Problem

Employee performance is an essential facet of modern-day human resources management. Employers adopt strategic human resource practices to continuously

enhance their employee performance. KEFRI has adopted various strategic human resource practices as highlighted in human resources procedures manual (Kenya Forestry Research Institute, 2017). The manual guides the organization in execution of promotions in a fairly manner. Nonetheless, employee performance problems have persisted in KEFRI. It is characterized by low productivity and innovation as well as failure to meet deadlines in 55 per cent of the jobs (Gitamo, Koyier & Wachira 2017). An employee satisfaction survey by Kenya Forestry Research Institute (2015) indicated that, 34 per cent of the employees felt that promotions were awarded unfairly. It is thus crucial to understand ways in which different job promotion practices affect employee performance.

Christina (2014) assessed how job promotion affects performance of City Council staff in Tanzania; Tadesse (2017) studied the relationship between employee promotion practice and job satisfaction in Dashen Bank S.C; and Rinny, Purba and Handiman (2020) conducted a study on the relationship between job promotion and employee performance of Mercubuana University. Due to variation in macroeconomic environment as well as legal framework, the results from other studies cannot however be applied to institutions in Kenya. In Kenya, Sitati, Were and Waititu (2016) examined the effect of job promotion practices on retention of staff employed in hoteling industry in Kenya. However, the dependent variable in these studies was staff retention, which is not the same as employee performance. There were still glaring gaps in literature as the previous studies had not addressed the issues that the current study intends to investigate. The research therefore aimed to investigate impact of job promotion practices on employees' performance in Kenya Forestry Research Institute.

Null hypothesis that was tested during the research was as follows:

H₀: Job promotion practices have no significant effect on employee performance in Kenya Forestry Research Institute Headquarter in Muguga.

1.2 Theoretical Review

The study was anchored on equity theory. John Adams (1963) developed equity theory. According to this theory staff performance depends on level of intrinsic motivation (Martin & Peterson, 2017). Therefore, for an organization to retain its staff it is prudent for it to adopt equity theory principles. Under normal circumstance, individuals tend to value fair treatment depending on the task assigned to them. Consequently, efficiency of motivated staff is improving due to the fact that setting equity structures at area of work is based on input and output ratio (Pritchard, 2019).

At the workplace, staff consider the process of job promotion as fair in case the ration of their input is equal to the output of promoted individuals. An organization needs to evaluate the individuals experience before promoting them as this affects performance of other staff in the organization who may feel that process of promoting staff is unfair. In case an organizational staff realized that the other staff are receiving intrinsic motivation despite their equal contribution to overall organizational performance, it results to job dissatisfaction of staff that lower staff morale to conduct a

particular task more effectively. Henceforth, this may negatively affect organization performance due to decline in staff performance or efficiency (Van, 2014).

Therefore, if all staff are promoted based on the competency skills and job output, the overall organization performance improve as this prevents job burnout among competent staff who feel the organization meets their needs thus the staff always strive to perform better as a way of receiving more rewards. Staff who think there in absence of equity at workplace may react by leaving their current area of work to seek for lucrative jobs elsewhere or simply they may distort input by reducing their work efficiency (Ross & Kapitan, 2018).

In relation to the ongoing study, equity theory was deployed to explain how job promotion practices affect performance of staff at KEFRI. Job promotion practices at KEFRI with respect to assigning responsibilities, positions and improvement of skills should be a free and fair process so as to motivate the staff to improve in their overall performance. Staff who are satisfied with the organization's job promotion practices are motivated to perform much better than before resulting to improvement in their efficiency, productivity and timely achievement of work deadlines.

1.3 Empirical Literature Review

Christina (2014) assessed how job promotion affects performance of City Council staff in Tanzania. The researcher employed exploratory research design. Moreover, the study revealed that job promotion significantly affects performance of City Council staff. The results also revealed that job promotion improved on staff productivity and efficiency and their relationship with people. Moreover, the results revealed that job promotion positively affects individual performance of county council staff. The results also indicated that workers had an idea of promotion procedures but there was need for creation of more awareness. Also, the findings revealed that, promotion affects both individual and organizational performance as it improves the level of motivation, performance, relation and increases remunerations. The results also revealed that non strictness to promotion procedures negatively affects both the employee and organizational performance together with work relations.

Using an explanatory research design, Tadesse (2017) studied the relationship between employee promotion practice and job satisfaction in Dashen Bank S.C. The population of the study was 330 employees. Both convenience and sample random sampling methods were used in the selection of the sample size. The results indicated that job promotion practices and promotion expectations had a significant effect on job satisfaction and employee performance.

Using a descriptive research design, Noor and Silitonga (2018) conducted a study on the relationship between job promotion and the performance of Pt. Harapan Mulia Berkah Tangerang regency. The population of the study was 93 employees and data were analyzed using descriptive and inferential statistics. The results indicated that job promotion had a significant effect on organizational commitment and organizational performance.

In Indonesia, Rinny, Purba and Handiman (2020) conducted a study on the relationship between job promotion and employee performance of Mercubuana University. The study adopted a quantitative approach, used questionnaires, and the population was employees in the University. However, convenience sampling was used in the selection of the sample size. The study found that job promotion has a significant effect on job satisfaction and employee performance.

Sitati, Were and Waititu (2016) examined the effect of job promotion practices on retention of staff employed in hoteling industry in Kenya. Survey research design was used in this study. The target population was 213 hotels in Kenya. The study found out that job promotion influences the retention of staff working in hoteling industry. Employee retention increases with the increase in promotional chances and vice versa. Nevertheless, for employee retention to have a good impact there must be remuneration and allowance practices in place.

1.4 Conceptual Framework

This study aimed at revealing impacts of reward management practices on performance of employees of Kenya Forestry Research Institute. Figure 1 shows the relationship the relationship between dependent variable and independent variables. The independent variable was job promotion practices. Dependent variable was employee performance in Kenya Forestry Research Institute.

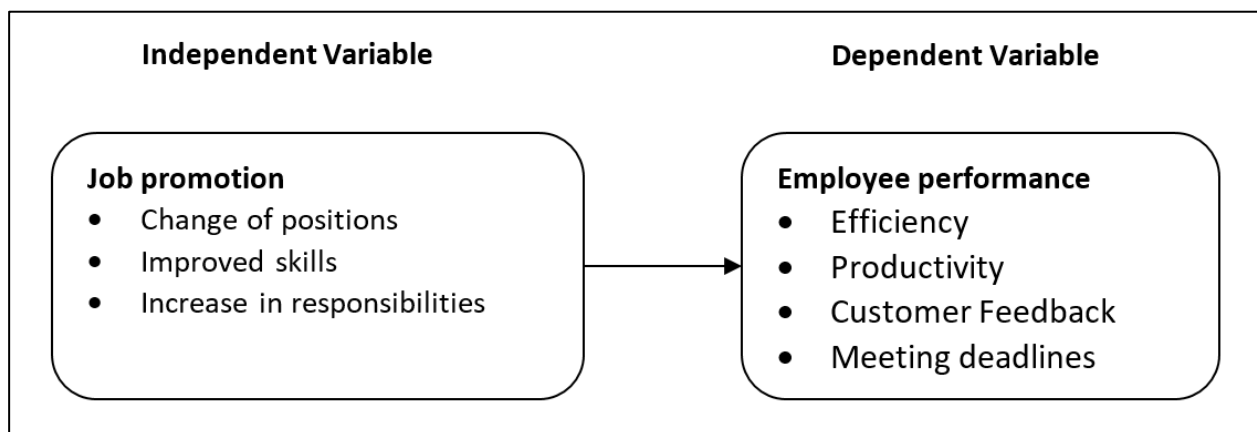


Figure 1: Conceptual Framework

2. Research Methodology

The study adopted a positivism philosophy and explanatory research design. The reason why explanatory research design is preferred in this study is because the research objective sought to examine effect of job promotion on employee performance in Kenya Forestry Research Institute. The unit of analysis of this research was KEFRI headquarters while the unit of observation of this survey was all the 178 staff working in enterprise, forest product and development, finance and administration, human resource, corporate

affairs & quality assurance, technical support services, supply chain management, finance and administration departments in KEFRI headquarters.

The study's sample size was calculated by deploying Krejcie and Morgan formula for sampling (Russell, 2013). Using this formula, a representative sample was provided. The formula used for these calculations is;

$$n = \frac{x^2NP(1 - P)}{(ME^2(N - 1)) + (x^2P(1 - P))}$$

Where:

N = sample size

x^2 = Chi-square for specified level of Confidence at 1 degree of freedom

N = size of the Population

P = is the fraction of study population with desirable characteristics.

If unknown 50% is used, Collis and Hussey (2014) indicate that the use of 50 per cent provides the maximum sample size and hence it is the most preferable.

ME=Error margin

$$n = \frac{1.96^2 178 * 0.5 * 0.5}{(0.05^2 * 177) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 121$$

The 121 staff were chosen with the help of stratified random sampling technique. The strata comprised of enterprise, forest product and development, finance and administration, human resource, corporate affairs and quality assurance, technical support services and supply chain management departments.

Table 1: Sample Size

Departments	Target Population	Sample Size
Enterprise department	34	23
Forest product and development,	28	19
Finance and administration	28	19
Human resource	27	18
Corporate affairs & quality assurance	24	16
Technical support services	22	15
Supply chain management	15	10
Total	178	121

The researcher employed semi-structured questionnaire to collect primary data. The structured questions were useful as they enabled easy analysis of data and reduced the time and money needed for data collection. The unstructured questionnaires helped the researcher get in-depth responses from the respondents as they gave a chance to the

respondents to give detailed information. The pilot study sample comprised of 12 staff from KEFRI national office located at Karura, representing 10% of the sample size to assess the validity and reliability of the research instrument.

Both open ended and closed ended questions were used to collect qualitative as well as quantitative data respectively. Qualitative data was further analyzed through thematic analysis and results presented in prose form. Analysis of quantitative data was based on descriptive statistics and inferential statistics through the assistance of SPSS version 25. Components of descriptive statistics were; mean, frequency, percentage and standard deviation. Inferential statistics include; multivariate regression analysis and Pearson correlation coefficients. The researcher conducted diagnostic tests before inferential statistics. The regression model was as shown below;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby;

Y = Employee performance;

β_0 = Constant;

β_1 = Coefficients of determination for Job promotion practices;

X_1 = Job promotion practices;

ε = Error term

The researcher considered ethical issues to facilitate the reputation of the study. Firstly, the researcher recognized the information adopted from different academicians and scholars so as to combat plagiarism. Secondly, the questionnaires were administered to participants who volunteered to participate in this study and individuals who were not willing were not forced. Thirdly, the respondents were not allowed to write the names in the questionnaire for the sake of anonymity. Confidentiality of respondents' information was guaranteed by ensuring that only individuals who are authorized access the information. Lastly, the researcher made an application of research permit from NACOSTI and the University as well as KEFRI.

3. Research Findings and Discussions

The current research sample size was 121. The researcher administered 121 questionnaires among the staff working in enterprise, forest product and development, finance and administration, human resource, corporate affairs and quality assurance, technical support services, supply chain management, finance and administration departments in KEFRI headquarters. Out of the total, 106 questionnaires were filled and finally returned to the researcher on time. Henceforth, response rate of the research was 87.60%. According to Kothari (2012), a response rate of 75% and above is considered reliable. Therefore, the response rate (87.60%) was within the acceptable limit.

Table 2: Response Rate

Departments	Sample Size	Responses	Response Rate
Enterprise department	23	19	82.61
Forest product and development,	19	17	89.47
Finance and administration	19	18	94.74
Human resource	18	16	88.89
Corporate affairs & quality assurance	16	14	87.50
Technical support services	15	13	86.67
Supply chain management	10	9	90.00
Total	121	106	87.60

3.1 Job Promotion Practices

The staff were requested to indicate their level of agreement on effect of different aspects of job promotion practices on employee performance of KEFRI. The results obtained were as shown in Table 3. The staff agreed that job promotion at KEFRI entails shift in position from low management level to senior management level as indicated by mean of 4.018 (Std. dv = 0.275). They also agreed that employees are assigned new departments when they are promoted as indicated by a mean of 3.971 (Std. dv = 0.446). Moreover, they also agreed that job promotion leads to increase in responsibility of employees as indicated by a mean of 3.962 (Std. dv = 0.533).

Respondents also agreed that job promotion enhance employee competency skill as indicated by a mean of 3.952 (Std. dv = 0.444). The results concur with the finding of Sitati, Were and Waititu (2016) that job promotion practices entail shift in management position, assigned to work in new department and increase in responsibilities. They also agreed that employees acquire new skills through job promotion as indicated by a mean of 3.934 (Std. dv = 0.442). Besides that, respondents agreed that job promotion among staff results to shift in management position as indicated by mean of 3.924 (Std. dv = 0.407).

By a mean of 3.924 (Std. dv = 0.491) respondents agreed that increase in responsibilities results to increase in workload or work volume. Further, they agreed that job promotion boost employees' confidence to perform a particular task as indicated by mean of 3.877 (Std. dv = 0.580). The results conform to the discoveries of Ross and Kapitan (2018) that change of positions, improved skills and increase in responsibilities as indicators of job promotion practices have significant effect on employee performance. However, they disagreed that job promotion cause employees to work outside normal working hours as indicated by mean of 1.990 (Std. dv = 0.507). This finding contradicts the finding of Christina (2014) that some job promotion practices come with more responsibilities that may cause staff to work overtime.

Table 3: Effect of Various Aspects of Job Promotion Practices

	1	2	3	4	5	Mean	Std. Deviation
Job promotion leads to increase in responsibility of employees	0.0	3.8	4.7	83.0	8.5	3.962	.533
Job promotion among staff results to shift in management position(low management to senior management position)	0.0	0.0	12.3	83.0	4.7	3.924	.407
Increase in responsibilities results to increase in workload or work volume	0.9	1.9	4.7	88.7	3.8	3.924	.491
Job promotion cause employees to work outside normal working hours	10.4	83.0	3.8	2.8	0.0	1.990	.507
Job promotion enhance employee competency skill	0.0	2.8	3.8	88.7	4.7	3.952	.444
Job promotion boost employees' confidence to perform a particular task	0.0	4.7	9.4	79.2	6.6	3.877	.580
Employees acquire new skills through job promotion	0.0	2.8	4.7	88.7	3.8	3.934	.442
Employees are assigned new departments when they are promoted	0.0	1.9	5.7	85.8	6.6	3.971	.446
Job promotion at KEFRI entails shift in position from low management level to senior management level	0.0	0.0	2.8	92.5	4.7	4.018	.275

The staff working in enterprise, forest product and development, finance and administration, human resource, corporate affairs and quality assurance, technical support services, supply chain management, finance and administration departments in KEFRI headquarters were asked to specify how else job promotion practices affect employee performance. According to their views, they indicated that job promotion practices recognize staff performance and commitment at work, reduce time spent on hiring new staff, strengthen engagement of employees, leave a gap in an existing workforce, reduce cost spent on recruiting new staff, reduce unrest and discontent and attract selection of competent employees. These findings are in line with Tadesse (2017) findings that promotion practices and promotion expectations had a significant effect on job satisfaction and employee performance. In addition, the findings concur with Noor and Silitonga (2018) findings that job promotion had a significant effect on organizational commitment and organizational performance.

3.2 Employee Performance

The dependent variable of this study was employee performance. The staff were requested to indicate their agreement level on various statements relating of employee performance at Kenya Forest Research Institute. Results acquired were shown in Table 4. The staff agreed that breaking KEFRI top level objectives into smaller concrete targets enables employees to meet work deadlines as indicated by a mean of 4.000 (Std. dv = 0.338). Participants also agreed that employees make best possible use of institutional resources as indicated with a mean of 3.962 (Std. dv = 0.476). Moreover, participants

agreed that institution gives employees a clear sense of what they should be aiming for as indicated with a mean of 3.934 (Std. dv = 0.442). Further, participants agreed that employees at KEFRI always meet work deadlines as indicated with mean of 3.801 (Std. dv = 0.682). Besides that, respondents agreed employees work towards meeting the set objectives as indicated with a mean of 3.669 (Std. dv = 0.672). Results are in agreement with discoveries of Pawirosumarto *et al.* (2017) that setting of realistic goals; meeting work deadline and dedication towards meeting the set goals affect institutional performance.

With a mean of 3.650 (Std. dv = 0.816), respondents agreed that employees complete their work within the stipulated timeframe. They also agreed that staff at KEFRI are kind when attending to customers as indicated with a mean of 3.641 (Std. dv = 0.604). Moreover, participants agreed that employees at KEFRI carry out error free task as indicated with a mean of 3.575 (Std. dv =0.646). By a mean of 3.528 (Std. dv = 0.664), participants agreed that operation cost at KEFRI is low. However, they moderately agreed that employees respond to customers on time when asked to do so as indicated with a mean of 3.377 (Std. dv = 0.821). Staff moderately agreed that they use amicable procedures to resolve conflict as indicated with a mean of 3.339 (Std. dv = 0.599). Additionally, they moderately agreed that employees at KEFRI set realistic timelines as indicated with a mean of 3.217 (Std. dv =0.552). The results conform to findings of Goggin and Rankin (2015) that efficiency, productivity, customer feedback and meeting deadlines are used to measure employee performance.

Table 4: Employee Performance at KEFRI

	1	2	3	4	5	Mean	Std. Deviation
Employees complete their work within the stipulated timeframe	3.8	5.7	17.0	68.9	4.7	3.650	.816
Operation cost at KEFRI is low	0.0	6.6	36.8	53.8	2.8	3.528	.664
Employees make best possible use of institutional resources	0.0	2.8	4.7	85.8	6.6	3.962	.476
Employees at KEFRI always meet work deadlines	1.9	4.7	9.4	79.2	4.7	3.801	.682
Employees work towards meeting the set objectives	0.0	3.8	33.0	55.7	7.5	3.669	.672
Employees at KEFRI carry out error free task	0.0	3.8	39.6	51.9	4.7	3.575	.646
Employees respond to customers on time when asked to do so	3.8	6.6	41.5	44.3	3.8	3.377	.821
Staff at KEFRI are kind when attending to customers	0.0	0.0	42.5	50.9	6.6	3.641	.604
Employees use amicable procedures to resolve conflict	0.0	1.9	67.0	26.4	4.7	3.339	.599
Employees at KEFRI set realistic deadlines	0.0	2.8	76.4	17.0	3.8	3.217	.552
The institution gives employees a clear sense of what they should be aiming for.	0.0	2.8	4.7	88.7	3.8	3.934	.442
Breaking KEFRI top level objectives into smaller concrete targets enables employees to meet work deadlines	0.0	0.0	5.7	88.7	5.7	4.000	.338

3.3 Inferential Statistics

The researcher used inferential statistics to determine the association between dependent variable (employee performance at KEFRI) as well as independent variables (job promotion practices). The inferential statistics focused on Pearson correlation analysis and regression analysis. However, the researcher conducted diagnostic test before conducting the inferential statistics.

3.4 Correlation Analysis

The current study deployed Pearson correlation analysis to examine the strength of the association between dependent variable (employee performance at KEFRI) and independent variable (job promotion practices). The results were as shown in table 4.11. Furthermore, the results show that there was strong association between job promotion practices and staff performance in KEFRI ($r = 0.888$, $p\text{-value} = 0.000$). This correlation was considered significant as p value 0.000 was below 0.05 (significant level). These findings conform to the discoveries of Shujaat and Alam (2013) that there is a very strong relationship between job promotion practices and employee performance.

Table 5: Correlations Coefficients

		Employee performance	Job promotion practices
Employee performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	106	
Job promotion practices	Pearson Correlation	.888**	1
	Sig. (2-tailed)	.000	
	N	106	106

3.5 Regression Analysis

Multivariate regression analysis was used in the current study to determine the association between dependent variable (employee performance at KEFRI) and independent variables (job promotion practices). R-squared was employed in the current study to show the variation in dependent variable (employee performance at KEFRI) that could be explained by independent variable (job promotion practices). The R square was 0.3169 . This implied that 31.69% of the variation in employee performance at KEFRI could be described by independent variable (job promotion practices).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.563	0.3169	0.305	0.15146

As shown in Table 6, F- calculated was 251.636 and F- critical was 3.9201 . The p value was 0.000 . Since F- calculated (251.636) was greater than F critical (3.9201) and the p value 0.000 was less than the significant level (0.05), the model was considered as a good fit for

the data. Therefore, it could be used to predict the effect of job promotion practices on employee performance at KEFRI.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29.802	1	29.802	251.636	0.000
Residual	12.317	104	0.1184		
Total	42.119	105			

The regression model was as follow:

$$Y = 0.999 + 0.781X_3 + \varepsilon$$

The results showed that job promotion practices have significant effect on employee performance in KEFRI ($\beta_1=0.781$, p value= 0.000). This means that an improvement in job promotion practices would lead to a 0.781 improvement in employee performance in KEFRI. The relationship was regarded significant since p value 0.000 was below significant level of 0.05. This means, improvement in job promotion practices enhances employee performance in KEFRI. The findings conform to the discoveries of Sitati, Were and Waititu (2016) that job promotion practices have significant effect on employee performance.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.999	0.163		6.129	0.000
Job promotion practices	0.781	0.174	0.767	4.489	0.000

a. Dependent Variable: Employee performance

4. Conclusions and Recommendations

The objective of the study was to find out the effect of job promotion practices on employee performance in Kenya Forestry Research Institute Headquarter in Muguga. The study concludes that job promotion practices have significant effect on employee performance in Kenya Forestry Research Institute Headquarter in Muguga. The study found out that employees acquire new skills through job promotion, but 34 per cent of the employees felt that promotions were awarded unfairly. Further, the study found that change of positions; improved skills and increase in responsibilities have significant effect on employee performance in KEFRI.

Further, the study found that employees acquire new skills through job promotion. Henceforth, the study recommends that Kenya Forest Research Institute Headquarter should consider leadership abilities, attitude of staff and review past performance when promoting staff so as to improve on their overall competency skills.

4.1 Recommendation for Further Studies

The general objective of this study was to investigate effect of job promotion practices on employee performance in Kenya Forestry Research Institute Headquarter in Muguga. Nonetheless, this study was only limited to one institution. Hence, the study recommends that further studies ought to be performed on effect of job promotion practices on employee performance in other government institutions. The study also found that 31.69% of the variation in employee performance at KEFRI could be well explained by job promotion practices. Therefore, this study recommends further studies ought to be carried out to account for other factors affecting employee performance.

Conflict of Interest Statement

I Veronica Ratemo declare that there is no conflict of interests in the publication of this paper.

About the Author

Veronica Ratemo is a Human Resource Professional a holder of MSC in Human Resource Management, Bachelors Degree in Business Administration, Post graduate Diploma in Human Resource Management and Diploma in Human Resources Management. She is passionate about Human Resources and will always strive to ensure that employees working in an organization feel valued and committed towards achievement of organizational goals while their needs are taken care of.

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