

The impact of promotion on job performance. A case study in Suhar Hospital

Talib Ali Mohammed Al maktoumi
Business and Economic
Middle East college ,Oman ,Muscat
A3talib@Hotmail.com

Dr : Ahmed Nawaz
Business and Economic
Middle East college ,Oman ,Muscat
ahakro@me.edu.om

Abstract - Theories identify that the relationship between promotions and job performance is positive and influenced by incentives and job satisfaction. The results of the study help in knowing how to improve work performance with the presence of promotions, incentives, and satisfaction factors in the improvement and achieving employee satisfaction. The results show that there is a positive relationship between promotions, material and moral incentives, and job performance in Suhar Hospital.

Keywords—Promotion mechanism, job performance, job satisfaction, material incentives, moral incentives

I. INTRODUCTION

Managing people in organizations is one of the most critical foundations of business continuity and productivity. The individuals in the organization represent the organization's human capital, which must achieve the organization's goals in some way [1]. Therefore, organizations strive to achieve financial satisfaction in the work environment. This should reflect positively on the satisfaction and outstanding performance in the organization. In addition, having a solid partnership between employees and the organization will help motivate them to work and create total satisfaction with the organization [2]. Human resource management (HRM) describes formal systems in three main areas:

recruitment, compensation, assignment of responsibilities, and job

performance. These three fundamentals form the organization's hierarchy and the basis for its sustainability

and development. Some research indicated that linking these elements, such as linking performance evaluation and compensation to competencies, makes the company more effective and valuable [3].

Many scholars have indicated that promotion is one of the essential components of the relationship between the organization and the employee. It expresses the organization's gratitude for the employee's performance at work and motivates it to do more [4]. Thus, promotion is not just a bonus that the employee gets, but a way to move the employee to a higher job in terms of obligations and responsibilities.

Many factors control employee promotions within the organization, including the nature of the organizational structure, the process of employee repartition, and the organization's history and strength [5]. The existence of financial grades in the career ladder and the organization's structure determines the possibility of promotion. On the other hand, promotions for employees differ from managers due to the division of the institution, so managers need a period for promotion; while it may happen, employees on the bottom ladder are getting promoted at a faster pace. Also, the company's history and financial strength govern its ability for promotions.

The owner of the Ford Motor Company in 1903, believed that employees were given a promotion based on their performance at work. Therefore, promotion is related to the employee's effort, who will profitably and administratively raise the organization's value. Therefore, the financial compensation affects the performance of the employee [6]. According to the Society for Human Resource Management, 29 percent of not promoted workers are looking for other jobs outside the organization [7]. Therefore, the organization may lose the experience of its employees, which affects the work performance. So the employee begins to look for work elsewhere when he realizes that he will not get a chance for a promotion. Therefore, delay or failure to obtain a promotion may be a direct reason for leaving the organization.

Promotion is beneficial to employees and increases employee participation and commitment, leading to improved company performance [8]. The company expects employees to improve work performance after getting promoted. It is considered a standard requirement for the company to be able to continue operating and make money.

Human relations in the twentieth century clarified the importance of human factor behaviors and provided Maslow's hierarchy of needs an individual focus on why people work. Concepts of employment were investigated, and it was felt that people would give more to an organization if they got satisfaction from their jobs [9]. Therefore, the promotion has an apparent effect on the performance of the individual in the organization.

The employees are the backbone of any organization operating in public and private sectors in any country, and they work with innovative minds, great enthusiasm, and complete dedication to the development of the institution and the work system. If the business owner works for the welfare of his employees and gives them the best facilities in the work environment from promotions and others, then in return, the employees will work hard to develop their

organizations [10]. The above scenario positively affects the organization's development if both parties verify it and adversely affects a minor. Therefore, promotion is the key to employee performance in an organization.

Many studies have examined the relationship between promotions and work performance. Both are two components that link the company with human resources. In a study of the Provincial Secretariat of the City of Makassar, it was found that the relationship between employee performance and promotion was positive, which is then reflected in the employee's performance. The performance of any organization depends largely on the performance of its employees; the better an employee's performance is reflected in the improvement of the organization's performance. Thus, performance becomes the most crucial point in evaluating an employee and thus obtaining a promotion or bonus [11].

Hospitals are an essential unit in the health system to meet the health needs and services of the community by providing specific and satisfactory health services. Therefore, health professionals and health service providers must play an important role, and it is imperative to maintain a high level of job satisfaction among health service delivery professionals to provide a commendable health service to the user community. If they are not satisfied with their job, this is directly reflected in the organization, and the goal will not be clear, and the message will be complete. Under the satisfaction of the employees, their salaries, promotions, and the ability of the institution to meet their satisfaction so that they can, with their satisfaction, provide excellent and constructive work performance. Suhar Hospital is one of these health institutions that provide specialized health services and have many employees who have sufficient expertise and skills to provide quality health services. At the same time, their promotions represent a primary goal for them to achieve more outstanding performance.

The study aims to determine the effect of promotion on job performance and their impact on an organization

by testing factors of promotion, incentives, and employee satisfaction with job performance. The results of this research are expected to provide indications to the government and management in the health sector in Oman to developing an appropriate strategy to approach motivation for their employees.

Statement of the Problem

Countries' financial and economic crisis is severely affected by government and private human resources and management institutions. During financial crises, businesses and consumers cannot repay their debts, and financial institutions suffer from a lack of liquidity [12]. Therefore, there is an impact on employee promotions and their level of satisfaction with the organization, which may negatively affect work performance [13].

Suhar Hospital is part of the health system in the Sultanate of Oman. Suhar Hospital is located in the North Al Batinah region, with a population of 700,000 Omanis and non-Omanis. The hospital was established in 1979 with a capacity of 363 beds. As a result of the workload at Suhar Hospital, the hospital has 1,450 human resources in various medical and administrative specialties. The promotion strategy changed in 2014 with the introduction of a new standard salary package for health workers. The new promotions policy was approved based on experience, educational qualifications, and vacancy in the career ladder [14]. There is usually a continuous change in the policies of work, retirement, and human resource policies, especially in health conditions such as the emergence of an epidemic or fluctuations in oil prices in the world. This situation negatively affects the countries.

The study aims to know the effect of promotions and material and moral incentives on work performance, employee satisfaction, and performance at work. Examining the extent to which there is consistency and satisfaction in the implementation of the promotion

Identifying the challenges that impede the effective implementation of the strategies of promotion programs, and developing the necessary recommendations that could be useful to the public and private sectors for their production in the future

Objective of the Study

There are several direct objectives of this research, and they can be summarized within the limits of the main topic

- 1- To identify the differences between staff in their levels (promotion system, material incentives, moral incentives, satisfaction, and performance) by socio-demographic characteristics.
- 2- To investigate the correlations between promotion system, material incentives, moral incentives, satisfaction, and performance
- 3- To Investigating the effect of the mediation of satisfaction on the relationship between (promotion material incentives, moral incentives)and job performance by relying on the framework diagram to find relationships between variables.

Research Questions

The main question of the research is to find out the effect of promotions on job performance.

- 1- Are there any differences between staff in their levels (promotion system, material incentives, moral incentives, satisfaction, and performance) by their socio-demographic characteristics?
- 2- What is the strength and direction of the relationship between the promotion system, material incentives, moral incentives, satisfaction, and performance?
- 3- Does the overall satisfaction of staff mediate the association between promotion (as well as incentives) and job performance?

Significant of the Study

Government and private institutions seek to develop performance at work and try to reach high efficiency. One of the essential points in the resource is the human resource, the promotions, and their impact on the organization and the employees. There are many studies on promotions and their relationship to job performance.

As a result of the changes that occurred in the promotions in the health sector, it is essential to discuss this matter accurately. Promotions took place in the health sector according to the availability of the job on the career ladder and the presence of trained and qualified cadres. Also, with financial crises, it was necessary to put specific mechanisms to motivate employees financially and morally. Therefore, the importance of this study lies in knowing the reflection of the new mechanisms in promotions and incentives on employee satisfaction and job performance. This study is characterized by the fact that it covered a susceptible sector in terms of medical services and the remarkable development in the health system in the Sultanate of Oman, including Suhar Hospital.

II. LITERATURE REVIEW

Overview of Promotion

Promotions in HRM play a significant role in providing the right work environment for the employees. Promotional offers affect the organization by motivating individuals to provide their services to the organization and ensuring their motivation and commitment towards achieving its goals. According to the definition provided by [15], employee promotion is the employee's transfer to higher responsibilities with a better salary increase. This is consistent with the theory that promotion is the transition from one job to another with higher prestige and responsibility [16]. Promotion is a new step for an employee while working in the organization, and it is his transition with his work in a new period or stage. Organizations usually feature a job hierarchy in which an employee

progresses and is promoted. Therefore, an employee being promoted indicates an increase in his responsibilities. There are many types of promotions, administrative and financial. Nevertheless, if an employee moves to a higher position without raising the ranks, this is called a dry promotion.

A particular culture affects the organizations' dealings with employees regarding their promotion or transfers to higher positions and responsibilities. Promotion should not be the main factor in improving work performance but rather be a building factor for the organization. The study argues that companies should build a professional culture based on company growth to move employees to higher positions rather than promotions measuring career progression [17]. The promotion is based on a specific system and varies from one institution to another. There are two main models of promotion, the competitive and non-competitive promotion model [18]. The competitive model is that the employee must prove entitlement through performance at work. Thus, the promotion here is based on work performance. The non-competitive model is the promotion here for the employee when he reaches a particular stage in work. Thus, the employee gets the promotion without prejudice or based on work performance. Government work usually follows uncompetitive promotion, whereas the private sector depends on a competitive model.

One of the traditional ways to motivate and reward an outstanding employee is to give a promotion, a raise, or even both [19]. Therefore, it is necessary to know if the employees have the factors that help get the promotion according to the performance, skill, experience, ability to work under pressure, and ability to adapt in the work environment. Promotion includes giving high-level employees responsibilities for development more than simply executing their strategy. Increment or financial reward can be defined as an external agent managed when performing a desired job or task, which has control and information

properties, and is a form of benefit for the employee while performing his duties and responsibilities [20].

Material and Moral incentives

Understanding the various types of incentive compensation is critical, especially for those who work in human resources, as an employer, or as a manager. In addition, understand the factors that affect compensation. The compensation award is determined by several factors: experience, job title, responsibilities, availability of candidates for wages, organization size, and reputation. The incentive is a link between the performance of the work and what the employee provides and the motivation for his outstanding work [21].

The material incentive is the sum of cash and non-cash payments made to an employee due to the organization's

work and usually spends much money in this area [22]. The terminology used in the classification of financial incentives is sometimes confusing. The different types of financial incentives include salary, bonuses, and pay incentives. Financial incentives are paid directly to the employee; as a result, he is doing additional or distinct work for the institution, and therefore it is directly linked here with the performance of the work [23]. Besides, financial incentives can be used to attract employees to perform more outstanding performance, which will be reflected in the performance of the rest of the employees in the organization.

An employee's salary is the first and most crucial material incentive. It has been found that salary is directly related to work performance in many studies. A study confirmed the impact relationship between salary and employee performance at work [24]. The results showed that promotion and work performance in the branch of UMKM Bank in Malang has a positive relationship. Fiberina realized that the relationship was statistically significant. The employee's promotion helped a lot with work issues in terms of his loyalty to the work and his ability to solve problems with clients,

creating a work environment capable of improving their performance. The study included all the bank's 32 employees in the branch using the saturated sampling method and technology by identifying all community members as a sample. It is an accurate method that involves gathering saturated technical information [25]. The second type of incentive is the moral incentive, which may include benefits (health care and paid leave) and non-monetary compensation such as meals in some cases. Moral incentives motivate people to act no less than financial incentives. Managers play an essential role in motivating employees and encouraging them to do more. Some research sheds light on the relationship of financial incentives with moral incentives and found that the relationship is correlated and positive rather than negative. An example of this is the study conducted in Saudi banks [26]. The study concluded that material and moral incentives help improve work performance and the employee's desire to perform his duties responsibly and professionally.

Overview of Employee's satisfaction

The topic of employee satisfaction is broad and has been more attractive to researchers since the twentieth century. Understanding job satisfaction is essential because of its relationship with employee behaviors such as productivity, absenteeism, and quit intentions. Research conducted on three private airlines in Iran stated that employee satisfaction with their current promotion and salaries was low [27]. Since the study was restricted to private airlines, it was impossible to generalize it to public and private sectors. However, it demonstrated the extent to which employees were affected by the importance of the promotion and how satisfied they were with it. In contrast, a study conducted in Oman on teachers in the Sultanate of Oman revealed that 41% of teachers are only satisfied with their salaries in the government sector. The gap in this study is that it collected a sample of teachers using the snowball method, which is not a random sample, and therefore it is considered a weakness in

the reliability of the conclusion [28]. In a study on the impact of promotion on work and productivity through job satisfaction in the Department of Water and Minerals, Energy Resources, North Aceh, the results show that promotion and wages have a care effect on morale and thus encourage employees to work more carefully. Furthermore, the study indicated that the satisfaction variables were positively affected by the improvement of work. Also, the morale of the employees improved significantly [29].

Many factors affect job satisfaction, including the difference between the opinion of the sexes, whether male or female. In 2018, a study was published to check the extent of the impact of gender on job satisfaction among specialists in university libraries in Sri Lanka [30]. Five parameters were considered, including compensation and promotion. Although the response to the study achieved a response of 64% of the astian, it showed that there is no difference between males and females in job satisfaction, including satisfaction with promotions. This study will be beneficial for administrators to develop a motivating and productive workforce for organizational success.

Overview of Work Performance

The performance of any organization depends on the employees. It is a personal behavior that is closer to commitment. When conceptualizing performance, most authors agree that one must include a behavioral aspect and a performance outcome aspect [31].

Samsonwa in 2012 argues that although definitions of performance measurement differ in the literature, they are all related to two terms: effectiveness and efficiency [32]. Effectiveness denotes the degree of goal achievement and efficiency as an indicator and the resources consumed to reach the level of achievement in the organization. It is noticeable that linking the term performance to managerial concepts as mentioned by Samsonwa cannot be accepted in absolute terms. The correlation of performance, effectiveness, and efficiency does not mean that this is achieved by 100%. study argues that by the definition

of efficiency that it is to reach the maximum of production with the least time, effort, and money, while the effectiveness refers to the extent to which the performance has reached to achieve a specific result, and they are the pursuit of to achieve or reach the goal at work as required [33]. Some small enterprises ignore performance strategy as an essential HR strategy, leading to employee turnover and lower productivity [34]. On the other hand, performance management is a tool for managing organizations and helps managers evaluate and monitor employees' work and thus help create a work environment that provides individuals with all their productive capabilities [35]. Therefore, the performance has beneficial results on the employees and the organization.

Successful organizations usually need high-performance and productive individuals who are the basis for achieving goals, and they provide outstanding work with their specialization and thus achieve a competitive advantage. Performance is vital for the individual in terms of satisfaction with work and a sense of accomplishment with what is provided. Performance with a lack of achievement of goals may be perceived as unsatisfactory on a personal level. On the customer side, when the employees are not working well, customers may think that the company does not care about their needs and request the service from another place [36]. Therefore, performance can be a prerequisite for development and success and create a good relationship between employees and organizations.

Human resource management is responsible for employee performance and appraisal. HRM systems and policies affect employee performance and behavior, align organizational goals with employees, and agree on KPIs [37]. The KPIs include these metrics and skills for the advancement of the organization. Thus, this process focuses on improving, learning, and developing employees and making them work and improve performance in the organization.

The employee's performance in work varies according to the orientation and is sometimes subject to work environment factors and how employees are working. [38] Many theories about employee work and performance, including Douglas MacGregor's famous "Theory X and Theory Y," characterize the assumptions about human motivation that support these two approaches: People despise work, according to Theory X, and therefore should be forced systematically and goal-oriented while Theory Y, or targeted integration, says about the average person's interest in his job, his ability to be self-directed and responsible, and his competence in solving business problems. The latter approach to organization is the preferred strategy for managers. Correct understanding of the organization's goal and how employees can personally achieve the organization's goals is a way for the employee to reach his personal goals as a promotion. In addition, encouraging the employee to open channels of communication between the employee and the manager is an effective method at the same time.

The effect of employee's satisfaction on job performance

Job satisfaction plays a significant role in improving performance and motivating workers in the organization, and the psychological state reflects that employees have in the direction of their production and improvement in the organization. Many theories have emerged that talk about

motivations in the work environment, including Herzberg's motivation theory. Herzberg's motivation theory model argued that there are two significant factors that an organization can modify to influence motivation at work: motivators and satisfaction. Motivators that encourage employees to be serious about work: These will not encourage employees to work harder but will make them unmotivated if they are not around.

The satisfaction must be mutual between the organization and the employees. The organization

must feel what the employees feel and desire. By doing this, work is improved, and employees' commitment and satisfaction are enhanced. A study published in 2013 on the effect of employee job satisfaction on organization performance in five development organizations showed that more satisfied employees were more productive and performing [39]. Study in Oman on teacher satisfaction and its reflection on job performance in several factors, including salary [40]. The study showed that job satisfaction has a role in job performance, and satisfaction is achieved in factors including salary. It was found that approximately 58% of teachers are steadfast in their salaries, which is reflected in their performance. Despite this, there is dissatisfaction with the incentives offered, and they are given unfairly.

The Impact of Promotion on Job Performance

Many studies have been conducted on the mechanism of promotions and their impact on job performance. In addition, some factors are supposed to impact, such as the work environment, the relationship with managers, and opportunities to improve motivation to perform the work. A study on equality in performance appraisal and the opportunity to be promoted showed that the promotion affected nursing staff turnover and their performance on the job [41]. Thus, the study proved that the existence of a reasonable policy from the human resources department in organizing the promotions process in the institution reflects positively on the nursing work. The employee is convinced to desire to continue working in the same institution instead of leaving it. Although the study did not include only the nursing staff in the institutions covered by the study, the answer to the questionnaire was positive, and it covers a large proportion of the nursing staff in the private sector in Bangladesh. In similar research in an Ethiopian hospital on the relationship between compensation and work performance, it was present and concluded that there is an ethical impact of salary, bonus, and indirect compensation on the work performance of the employee in the hospital, through a

questionnaire that covered a random sample that included all hospital employees and the response rate to the questionnaire was 100% [42]. The study showed that promotion helps reduce employee turnover and stimulates the company in continuous growth and productivity, which improves performance at work.

Similar results were confirmed by a study in the Regional Secretariat of the City of Makassar, which examined the influence of promotions on job performance [43]. It was found through the study that promotion is influentially related to work performance. The study indicated the importance of 4 indicators for promotion: work professionalism, loyalty, education level, and work experience. According to Walker, "your level of professionalism may make or break your career." "If you do not have it, you will not be taken seriously, and you might even be passed over for a promotion." [44]. It is consistent with a study which confirmed this in a literature presentation in his paper Bukopin Sharia Bank in his study of the impact of work experience and work completion on job promotion for youth. Ferdyna argued on the importance of experience and educational level as influencing factors in the promotion. In addition, the study documented the relationship between promotion and its effect on work performance [45].

The Impact (Moral and Material) incentives on job Performance

One way to improve performance in organizations is continuous motivation. A paper argues on the effect of incentives on motivating employees to develop work performance; it showed the existence of a relationship between the incentive system and its role in developing work performance among employees [46]. The study covered an institution in the public sector, the Economic Development Centre in Sharjah. The results showed clear correlations between the three variables (incentive system, job performance, and motivation). The study showed the extent of financial and moral incentives affecting their performance.

Moral and material incentives play an important role in motivating employee performance and thus improving

work. A study was published in 2016 on the impact of material and moral incentives in private hospitals in the capital, Amman. Al-Qudah argued in his study that there is no difference between moral or material incentives in motivating employees to work when it comes to demographic variables such as gender, age, and educational qualification [47]. Therefore, the favorable treatment in the application of incentives increases the productivity of work. This finding is inconsistent with a similar study in Nigerian universities [48]. Material incentives and organizational performance in Nigerian universities had a distinct negative relationship. In addition, moral incentives and workplace performance had a negative relationship. In a study published on the effect of compensation, promotion, and job satisfaction at MercuBuana University [49]. The results showed that the compensation does not impact the performance of faculty members, whereas the promotions have a positive and significant impact on the performance of faculty members at Micro Bwana University. The study used a non-probability sample of faculty by taking those interested in filling out a questionnaire. The study included a sample of 77 government employees. It can be said here that this study has weaknesses in the method of data collection, in a non-random way, in which it may be biased.

On the contrary, many studies and research have been published on the importance of rewards in motivating work performance. Indicated that offering a partial and value-reward package that includes external and intrinsic rewards is one way to increase employee performance [8]. Demonstrated the importance of financial compensation in job performance [50].

Research Framework

The following conceptual framework was used for the study: Promotion (promotion system, material incentives,

moral incentives, job satisfaction, and work performance) are the main variables in this research. job satisfaction was the mediator variable between the independent variable and dependent variable. Thus, the conceptual framework was formulated to show the association between independent and dependent variables.

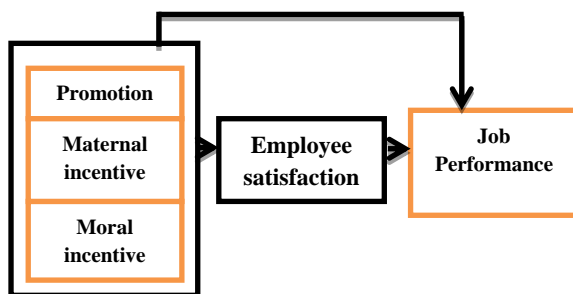


Fig 1: the conceptual framework of the study

III. METHODOLOGY

Research Design

This is a quantitative method study and the survey is designed with a questionnaire scales. The cross-section investigated the relationship between promotion (independent) and Job performance (dependent) among medical and paramedical staff and administrative staff in Suhar hospital. Variables like moral and maternal a incentives and employees satisfaction variable helped as factors in this relationship .

Population

The target population in this study was the staff of Suhar Hospital. The population of the hospital included in the study is 984 employees.

Sample Technique

The probability sampling approach was applied, in which samples were selected at random . All employees were given a sample frame (a list for each category) to pick the sample size randomly. The sample was chosen from a list of frames using a primary random sampling method. Using SPSS software, samples were chosen at random. The information was sent to participants through phone and

email. Stratified sampling will be used since we have three categories of staff with different promotion criteria .

Sample size:

A large sample needs more time and money, but it provides more information to work with. Using Stephen Thompson's calculation, the sample size was determined as 277. This is based on a performance evaluation score of 50%, a significant level of 5%, and a marginal error of 5% (sample error).

Data collection tools

Data were collected by questionnaire distributed randomly to the participants to understand a group of people's general characteristics or opinions. In addition, a self-reporting questionnaire was used to collect the data by the google form, which was used to develop a questionnaire distributed by telephone staff or by e-mail.

Statistical analysis

Descriptive and inferential statistics was used to analyses data. T-test, One-way ANOVA and correlation was used to investigate the bivariate analysis between dependent and independent variables. A regression model was used to identify the effect of promotion on performance controlling for other variables. Sobel test was used to test if the independent variable's indirect effect on the dependent variable through the mediator variable is significant.

IV. RESULT AND INTERPRETATIONS OF DATA

The socio-demographic

The majority of participants were females (n=97, 55.7%) compared to 77 males (44.3%). Married participants accounted for 86.2%, while the remaining participants were single (24%). That the highest percentage of participants were Para-medical staff accounting for 56.3% (n=98) followed by administrative (n=9, 28.2%) and doctor staff (n=27, 15.5 %). The majority of the respondents, 49% (n=85), had salaries

between 1000 to 1500 OMR, followed by 37% with salaries less than 1000 OMR, 13% with salaries above 1500 OMR. Thus, the percentage of 86.8 % of the respondents have salaries less than 1500 OMR, whereas only 13 % had more than 1500 OMR.

Testing the Research Questions

Objective one: to identify the difference in the study variables by socio-demographic characteristics.

Gender :There was no significant difference between males and females in the study scales with the study's variables (P > 0.05).

TABLE 1 ONE-WAY ANOVA TEST FOR SIGNIFICANT DIFFERENCE BETWEEN (EXPERIENCE CATEGORY, WORK CATEGORY AND SALARY CATEGORY) AND THE VARIABLES OF THE STUDY WITH 95% CONFIDENCE INTERVAL FOR MEAN.

variables	P-value for Experience category	P-value for work category	P-value for salary category
Promotion	0.053	0.29	0.005
Materials incentives	0.05	0.179	0.201
Moral incentives	0.41	0.771	0.234
Performance	0.061	0.336	0.392
Satisfaction	0.649	0.321	0.354

According to the P-value (P > 0.05), there was no significant difference between the study scales by Experience category, work category and salary category) and the variables of the study except promotion with salary category (P-value < 0.05) .

Objective two: to identify the correlation between the study variables.

Table 2: Pearson test correlation between the study variables.

Variable	Promotion	Materials incentives	Moral incentive	Performance
Promotion	1			
Materials incentives	.465**	1		
Moral incentives	.444**	.346**	1	
Performance	.486**	.518**	.558**	1
Satisfaction	.514**	.411**	.649**	.561**

Using Pearson correlation between the study variables, There were significant positive correlations of promotion with satisfaction ($r=0.514, p<0.01$) as well as with performance ($r=0.486, p<0.01$). There were significant positive correlation from moral incentives with satisfaction ($r=0.649, p<0.01$) and performance ($r=0.558, p<0.01$). There was a significant positive correlation from material incentives with satisfaction ($r=0.411, p<0.01$) and performance ($r=0.518, p<0.01$). Satisfaction was significantly correlated with performance ($r=0.561, p<0.01$).

Objective three: mediation effect of satisfaction on the association between (promotion, material incentives, moral incentives) and performance.

The conditions for satisfaction as a mediator are statistically significant, and the relationship between promotion (IV) and satisfaction (MV). As well as the relationship between satisfaction (MV) and performance (DV) is statistically significant

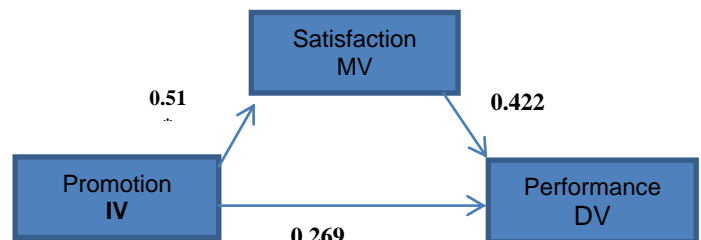


Fig 2: A path model of mediation effect of satisfaction on the association between promotion and performance

A series of regression analyses were conducted to investigate satisfaction's mediation effect as presented in the conceptual model. Figure (2) presents the path model to investigate the mediation effect of satisfaction on the association between promotion and performance. All paths were shown to be significant, which satisfied the mediation conditions. Promotion (IV) was a significant predictor of satisfaction (MV), (Beta=0.514, $p=0.01$). Employees Satisfaction (MV) was a significant predictor of performance (DV) (Beta=0.422, $p=0.01$) adjusted for the effect of promotion. The direct effect of promotion (IV) was a significant predictor of performance (DV), (Beta=0.269,

$p=0.01$) adjusted for the effect of satisfaction (see Appendix C). The total effect of promotion on performance was significant and equal to 0.486 (Table 2), the direct effect equal 0.269 (Figure 2), and the indirect effect equal 0.217 ($=0.514 \times 0.422$, Figure 2). There was a significant mediation effect of satisfaction (Sobel test= 4.75, $p=0.0001$). The mediation effect of satisfaction accounted for 45% (indirect effect/total effect) of the total effect of promotion on performance.

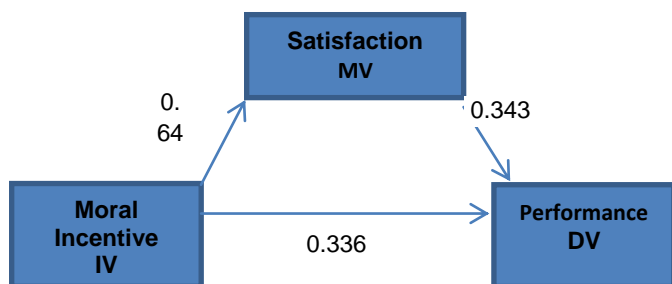


Fig3: Path model of mediation effect of satisfaction on the association between moral incentives and performance .

Figure (3) presents the path model to investigate the mediation effect of satisfaction on the association between moral incentives and performance. All paths were shown to be significant which satisfied the mediation conditions (Figure 3). Moral incentive (IV) was a significant predictor of satisfaction (MV), (Beta=0.649, $p=0.01$). Satisfaction (MV) was a significant predictor of performance (DV), (Beta=0.343, $p=0.01$) adjusted for the effect of moral incentive. The direct effect of moral incentive (IV) was a significant predictor of performance (DV), (Beta=0.336, $p=0.01$) adjusted for the effect of satisfaction. The total effect of moral incentive on performance was significant and equal 0.558 (Table 1), direct effect equal 0.336 (Figure 3) and the indirect effect equal 0.223 ($=0.649 \times 0.343$, Figure 3). There was a significant mediation effect of satisfaction (Sobel test= 4.02, $p=0.0001$). The mediation effect of satisfaction accounted for 40% (indirect effect/total effect) of the total effect of moral incentive on performance.

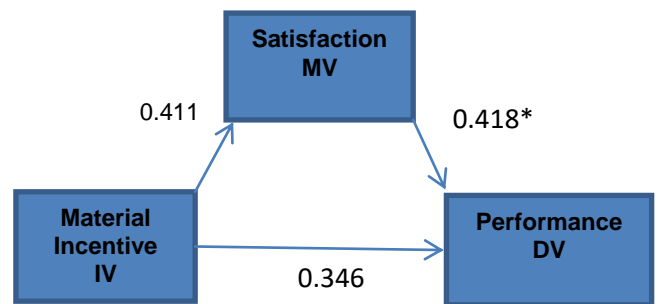


Fig 4: Path model of mediation effect of satisfaction on the association between material incentives and performance .

Figure (4) presents the path model to investigate the mediation effect of satisfaction on the association between material incentives and performance. All paths were shown to be significant which satisfied the mediation conditions Figure(4). Material incentive (IV) was a significant predictor of satisfaction (MV), (Beta=0.411, $p=0.01$). Satisfaction (MV) was a significant predictor of performance (DV), (Beta=0.418, $p=0.01$) adjusted for the effect of material incentive. The direct effect of material incentive (IV) was a significant predictor of performance (DV), (Beta=0.346, $p=0.01$) adjusted for the effect of satisfaction. The total effect of material incentive on performance was significant and equal 0.518 (Table 2), direct effect equal 0.346 (Figure 4) and the indirect effect equal 0.172 ($=0.411 \times 0.418$, Figure 4). There was a significant mediation effect of satisfaction (Sobel test= 4.40, $p=0.0001$). The mediation effect of satisfaction accounted for 33% (indirect effect/total effect) of the total effect of material incentive on performance.

The results showed that compensation (promotions, material incentives, moral incentives) have a direct relationship to performance at work, through the existence of a positive relationship between them. Therefore, whenever the chances of promotions improve and the material and moral stimuli are found, this is a reason for improving performance at work. The results of the analysis indicated that there is a direct relationship and a medium positive correlation

between (promotions, financial incentives, moral incentives) with job performance. The correlation between the promotion system and job performance was direct, and the results indicate that by improving the promotion system job performance is improved. That mean, when there is a clear and acceptable promotion system, this will greatly improve the performance of the staff in Suhar Hospital.[41] A study confirmed that promotion has a positive effect in improving job performance.

Promotions are influenced by the mediator factor, which is satisfaction as presented in the conceptual model. Therefore, the value of satisfaction had an influence on the relationship between promotions and job performance and acted as a mediator between them. This means that there is another indirect effect on job performance. Job satisfaction acts as an effective mediator between (promotions, material incentives, and moral incentives) and work performance.

This means that promotion as a value (independent) had a direct impact on performance and another indirect effect comes through the presence of satisfaction as a mediator between them in the presence of the material and moral incentives factor. In addition, the presence of incentives as a value (independent) affected performance indirectly through the presence of the satisfaction factor as a mediator between them and performance (independent).

V. SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS

The main objective of this study was to find out the effect of promotions on job performance in Suhar Hospital. The study included medical, Paramedical, and administrative staff. The values of material and moral incentives, with the presence of job satisfaction values, indicated a significant role in determining job performance; the results were summarized in the following observations:

- The system of promotions is directly related to job performance positively and improves performance at work at Suhar hospital.
- Respondents' overall impressions of Suhar Hospital's promotional activities reveal no clear framework for promotions. Furthermore, the employee's experience or educational qualifications are irrelevant to his or her chances of advancement.
- The respondents have complete satisfaction and total conviction that incentives encourage better work performance in Suhar Hospital and help achieve job satisfaction. Although there is a perception of dissatisfaction with the exceptional promotions in the institution and that the interests of the work do not spend them, the satisfaction was neutral in the material incentives.
- The correlation analysis results indicated a moderate and statistically strong positive relationship between the perception of the promotion system and job satisfaction in Suhar hospital. In addition, there is a positive relationship between material and moral incentives and job satisfaction. These results directly help to enhance work performance.
- Promotions, material, and moral incentives help increase job satisfaction, which leads to improved performance at work.
- Satisfaction as a mediator affects an indirect relationship between (promotions, material incentives, and moral incentives) with performance. For example, the mediation effect of satisfaction accounted for 45% of the total effect of promotion on performance and 40 % of the total effect of moral incentive on performance. In contrast, the mediation effect of satisfaction accounted for 33% of the total effect of material incentive on performance.
- Overall satisfaction mediates the association between promotion (as well as incentives) and job performance.

Conclusion

This research showed in its literature much overlap between promotions and incentives in their relation to job satisfaction and performance at work. It appears from the results that the respondents of the study are not satisfied with the promotion system in the institution, but the performance remained coherent. Incentives and job satisfaction had an impact on performance and helped a lot in improving work performance. It was found through the results and analysis that Sohar Hospital needs to put in place a transparent system and mechanism for promotions and for the employee to be familiar with it. Finally, the research acknowledged the existence of a relationship between promotions and work performance.

VI. RECOMMENDATIONS

Based on the analysis and results, the research summarizes the following recommendations :

1. The practices and mechanism of promotions must be clear, taking into account the educational qualifications and experience in the field of work and based on the efficiency and proficiency provided by the employee in performing the work.
2. Improvement in the material and moral incentives is considered an incentive and encourages to do business with high efficiency and helps enhance job satisfaction for the better.
3. Building a bridge for constructive communication between the employee and the official in the organization, involving the employees in making the organization's decisions, and providing motivation and praise to the employee that motivates the employee morally and motivates to improve work performance?
4. Creating an evaluation mechanism and annual studies within Sohar Hospital to evaluate work performance and

employee satisfaction with their position in promotions and incentives.

Limitation of the study

The research faced some limitations and characteristics, limiting access to more details and data and a suitable time for research work. The limitations of this research are summarized as follows:

➤ Difficulty accessing data

There were obstacles in obtaining data of the performance evaluation for the sample respondent in the study, which could shed much light on the data of evaluation of employees during their working.

Scope of the research

The study included a sample of workers in Sohar Hospital only. Therefore, the study did not consider other hospitals, which helped obtain more detailed and accurate information.

VII. REFERENCE:

- [1] Williams, S. and Gilmore, S.(2013) *Human Resource Management*. 2nd ed. London: British Library, pp.9-21.
- [2] Chhugani, K.(2017) *The importance of Human Resources to an Organization | EasyHR | Payroll | Human Resource Software | India*. [online] Easyhrworld.com. Available from: <<https://www.easyhrworld.com/the-importance-of-human-resources-to-an-organization/>> [12 April 2021].
- [3] Kenton, W.(2020) *Human Resources (HR)*. [online] Investopedia. Available from: <<https://www.investopedia.com/terms/h/humanresources.asp>> [17 April 2021].
- [4] Sharabi, M., Arian, O. and Simonovich, J.(2012) High-Tech and Public Sectors Employees' Perception of Factors Influencing Promotion. *International Journal of Business and Social Science* , 3(1), pp.129-132.
- [5] Bardot, S.(2020) *3 factors influencing the promotion rate for your organization*. [online] Compensation Insider. Available from: <<http://compensationinsider.com/3-factors-influencing-the-promotion-rate-for-your-organisation/>> [19 April 2021].

- [6] Hamran M; Khulida Y, Suhaimi I, dan Rashid N. (2016). "The Influence of Compensation Practice on Performance of Enforcement Employees". Journal of Global Business and Social Entrepreneurship (GBSE). Vol.1. No.2. e-ISSN 24621714. Hal 39-45 [handle/ir/212/ICME%202019%20%28525-544%29.pdf?sequence=1&isAllowed=y](https://doi.org/10.246217/14.2.39-45) [21 May 2021].
- [7] Schnotz, W.(2020) *Problems That Can Develop Without Promotion With Employees*. [online] Small Business - Chron.com. Available from: <https://smallbusiness.chron.com/problems-can-develop-promotion-employees-41323.html> [12 April 2021].
- [8] Kotresh, P.(2021) *Promotion: Meaning, Definition, Features, Purposes and Policy*. [online] Economics Discussion. Available from: <https://www.economicsdiscussion.net/human-resource-management/promotion/promotion/32427> [18 April 2021].
- [9] Price, A.(2007) *Human Resource Management*. 3rd ed. London: Jennifer Pegg, p.14.
- [10] Abbas, K.(2020) *Effects of delay in promotions of employees - Last Barrier*. [online] Last Barrier. Available from: <http://www.lastbarrier.com/effects-of-delay-in-promotions-of-employees/> [20 April 2021].
- [11] Belyh, A.(2020) *When and How to Promote Your Employees*. [online] Cleverism. Available from: <https://www.cleverism.com/when-and-how-to-promote-your-employees/> [2 May 2021].
- [12] Kenton, W.(2021) *Financial Crisis*. [online] Investopedia. Available from: <https://www.investopedia.com/terms/f/financial-crisis.asp> [22 May 2021].
- [13] Markovits, Y., Boer, D. and van Dick, R.(2014) Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation. *European Management Journal*, [online] 32(3), pp.413-422. Available from: <http://www.elsevier.com/locate/emj> [22 May 2021].
- [14] MOH, M.(2014) *The Ministry of Health issued on 2/6/2014 issuing the Regulation for the Occupational Affairs of the Occupants of Medical Jobs and Auxiliary Medical Jobs in Governmental Medical Institutions (Civil and Military)*. [online] Mjla.gov.om. Available from: <https://mjla.gov.om/legislation/decisions/details.aspx?Id=11&type=D> [21 April 2021].
- [15] Sharma, F.(2019) *Human Resource Management*. 2nd ed. india: SBPD, p.125.
- [16] Rinny, P., Bohlen, C. and Handiman, U.(2020)The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance Of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), pp.39-48
- [17] Cook, D.(2015) *4 steps to a new promotion model / BenefitsPRO*. [online] BenefitsPRO.com. Available from: <https://www.benefitspro.com/2015/11/17/4-steps-to-a-new-promotion-model/?sreturn=20210402022418> [2 May 2021].
- [18] Tadesse, A.(2017) *The Effect of Employee Promotion Practice on Job Satisfaction*. MPA. Addis Ababa University School of Commerce.
- [19] Gallo, A.(2011) *When to Reward Employees with More Responsibility and Money*. [online] Harvard Business Review. Available from: <https://hbr.org/2011/01/when-to-reward-employees-with.html> [1 May 2021].
- [20] Asaari, M., Desa, N. and Subramaniam, L.(2019) Influence of Salary, Promotion, and Recognition toward Work Motivation among Government Trade Agency Employees. *International Journal of Business and Management*, [online] 14(4), p.48. Available from: <http://www.ijbm.ccsenet.org> [6 May 2021].
- [21] Stewart, A.(2020) *What Are the Different Types of Compensation? | PayScale*. [online] PayScale. Available from: <https://www.payscale.com/compensation-today/2020/01/what-are-the-different-types-of-compensation> [1 May 2021].
- [22] Kappel, M.(2018) *What Is Compensation? | Definition and List of Allowances*. [online] Patriot Software. Available from: <https://www.patriotsoftware.com/blog/payroll/what-is-compensation/> [6 May 2021].
- [23] Kadir, A., Humaid AlHosani, A., Ismail, F. and Sehan, N.(2019) The Effect of Compensation and Benefits Towards Employee Performance. *Proceedings of the Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia*, [online] 2(2), pp.171-186. Available from: <https://eudl.eu/doi/10.4108/eai.30-7-2019.2287551> [24 June 2021].
- [24] Febrina, S.(2017) Predicting Employee Performance by Leadership, Job Promotion, and Job Environmental in Banking Industry. *Jurnal Keuangan dan Perbankan*, [online] 21(4), pp.641-649. Available from: <http://jurnal.unmer.ac.id/index.php/jkdp> [18 May 2021].
- [25] Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H. and Jinks, C.(2017) Saturation in qualitative research:

- exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), pp.1893-1907.
- [26] Almahdi, H.(2017) Moral Incentives Vehicle of Job Performance in Saudi Arabian Banks. *Journal of Management Policies and Practices*, [online] 5(2), pp.17-23. Available from: <<http://jmpnet.com/>> [12 May 2021].
- [27] Rast, S. and Tourani, A.(2012) *Evaluation of Employees' Job Satisfaction and Role of Gender Difference*. [online] Ijbsnet.com. Available from: <http://www.ijbsnet.com/journals/Vol_3_No_7_April_2012/11.pdf> [3 May 2021].
- [28] Rentala, S. (2018) *Basics in nursing research and biostatistics*. 1st ed. [Place of publication not identified]: jaypee Brothers medical p, p.192.
- [29] Saharuddin,. and Sulaiman, (2016) The Effect Of Promotion And Compensation Toward Working Productivity Through Job Satisfaction And Working Motivation Of Employees In The Department Of Water And Mineral Resources Energy North Aceh District. *International Journal of Business and Management Invention*, 5(10), pp.33-40.
- [30] Marasinghe, M. and Wijayarathne, A.(2018) The Impact of Gender Differences on Job Satisfaction of University Library Professionals. *Journal of the University Librarians Association of Sri Lanka*, [online] 21(2), p.1. Available from: <<https://jula.sljol.info/>> [7 May 2021].
- [31] Sonnentag, S. and Frese, M., 2005. (PDF) Performance Concepts and Performance Theory. [online] ResearchGate. Available from: <https://www.researchgate.net/publication/291062476_Performance_Concepts_and_Performance_Theory> [9 May 2021].
- [32] Samsonowa, T.(2012) *Industrial research performance management*. London: Library of congress, p.23.
- [33] S, Surbhis,(2018) *Difference Between Efficiency and Effectiveness (with Comparison Chart) - Key Differences*. [online] Key Differences. Available from: <<https://keydifferences.com/difference-between-efficiency-and-effectiveness.html#Definition>> [9 May 2021].
- [34] Sazaklis, J.(2020) *What's a Performance Management System? A Guide*. [online] Astron Solutions. Available from: <<https://astronsolutions.net/performance-management-system/>> [8 May 2021].
- [35] Tardi, C., 2021. *Performance Management: Understanding a Key Corporate Tool*. [online] Investopedia. Available from: <<https://www.investopedia.com/terms/p/performance-management.asp>> [8 May 2021].
- [36] Leonard, K.(2019) *Importance of Employee Performance in Business Organizations*. [online] Small Business - Chron.com. Available from: <<https://smallbusiness.chron.com/importance-employee-performance-business-organizations-1967.html>> [9 May 2021].
- [37] Thorvald, P. and Case, K.(2018) *Advances in Manufacturing Technology XXXII*. 8th ed. Amstrdam: IOS Press BV, p.236
- [38] Box, R.,(2014) *Public administration and society*. 3rd ed. London: Routledge, p.180.
- [39] Latif, M., Ahmad, M., Qasim, M., Mushtaq, M., Ferdoos, A. and Naeem, H.(2013) Impact of employee's job satisfaction on organizational performance. *European Journal of Business and Management*, 5(5), pp.166-171.
- [40] Al Qalhati, N., Karim, A., Al Mughairi, B., Al Hilali, K. and Hossain, M. (2020) *Study on Job Satisfaction among Teachers in Sultanate of Oman*. [online] www.hrmar.com. Available from: <<http://creativecommons.org/licenses/by/4.0/legalcode>> [5 May 2021].
- [41] Rubel, M. and Kee, D.(2015) Perceived Fairness of Performance Appraisal, Promotion Opportunity and Nurses Turnover Intention: The Role of Organizational Commitment. *Asian Social Science*, [online] 11(9), pp.183-197. Available from: <<http://www.ccsenet.org/ass>> [14 May 2021].
- [42] Dayanandan, R.(2017) Effects of compensation on the job performance among hospital employees!! - a meta analysis. *Journal of Management and Science*, [online] 7(4), pp.450-476. Available from: <<http://jms.eleyon.org/index.php/jms>> [15 May 2021].
- [43] Yamin, M., Sakawati, H. and Putri, N.(2019) Position Promotion and Employee Performance in The Regional Secretariat of Makassar City. *Jurnal Ilmiah Ilmu Administrasi Publik*, [online] 9(2), pp.327-334. Available from: <<http://ojs.unm.ac.id/iap>> [19 May 2019].
- [44] Brooks, A.(2019) *Why Is Professionalism Important? Expert Insight for Recent Graduates*. [online] Rasmussen.edu. Available from: <<https://www.rasmussen.edu/student-experience/college-life/four-reasons-why-you-need-to-be-professional/>> [19 May 2021].
- [45] Ferdyna, E.(2019) Effect of Work Experience and Work Achievement to Position Promotion for Young Employees in Bukopin Sharia Bank, Sidoarjo Branch. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8(7), pp.45-50.

- [46] Al Naqbi, R., Md Yusoff, R. and Ismail, F.(2018) The Effect of Incentive System on Job Performance Motivation as Mediator for Public Sector Organization in Uae. *International Journal of Engineering & Technology*, [online] 7(4.7), p.380. Available from: <<http://www.sciencepubco.com/index.php/IJET>> [15 May 2021].
- [47] Al-Qudah, H.(2016) Impact of Moral & Material Incentives on Employee's Performance; An Empirical Study in Private Hospitals at Capital Amman. *International Business Research*, [online] 9(11), p.222. Available from: <<http://dx.doi.org/10.5539/ibr.v9n11p222>> [25 May 2021].
- [48] Lucas, E., Olaniyi, I. and Peter, S.(2016) The Impact of Financial and Moral Incentives on Organizational Performance: A Study of Nigerian Universities. *Arabian Journal of Business and ar A Management Review*, [online] 6(5), pp.1-7. Available from: <<https://www.researchgate.net/publication/322618404>> [25 May 2021].
- [49] Rinny, P., Bohlen, C. and Handiman, U.(2020)The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance Of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), pp.39-48.
- [50] Peter, C., 2014. *impact of promotion to employees performance at dar es salaam city council*. MPA. Mzumbe University.