

## Staff Promotion and Employee Commitment to Work: A Survey in a Ghanaian University Library

Gloria Tachie-Donkor  <sup>a, b, \*</sup>, Thomas Godfred Mensah  <sup>a</sup>, Eugene Amoako Nsawah  <sup>a</sup>

<sup>a</sup> University of Cape Coast, Cape Coast, Ghana

<sup>b</sup> University of South Africa, Pretoria, South Africa

### Abstract

The purpose of this study was to investigate the relationship between job promotion and employee commitment at a Ghanaian University Library. Employing a cross-sectional survey design, primary data was collected through self-administered questionnaires from a sample of 187 Junior and Senior staff within the library. The Census method was used to include all 187 staff for the study. The reliability of the questionnaire was established through Cronbach Alpha coefficient analysis, confirming internal consistency with all items scoring above 0.70. Hypotheses were tested using Spearman's Rank Order Correlation Coefficient. The study findings revealed a statistically significant positive relationship between job promotion and employee commitment among library staff. The study concludes by recommending that university libraries in Ghana prioritize job promotion as a means to foster employees' affective commitment, thereby enhancing organizational effectiveness and employee satisfaction. These insights contribute to a deeper understanding of the dynamics between promotion and commitment within the library community, offering practical implications for organizational management and policy formulation.

**Keywords:** Employee Commitment, Employee Satisfaction, Ghana, Job Promotion, University Library.

### 1. Introduction

In today's competitive organizational landscape, the effective utilization of human resources is paramount for achieving sustained success (Beck et al., 2005; Hiromoto, 2019). Human Resource Management (HRM) practices, encompassing theory, policies, and professional approaches, play a pivotal role in harnessing employees' potential to meet organizational objectives (Adillah, Zaky, 2022; Otoo, 2019). These practices extend beyond recruitment and training to include staff promotion, a critical aspect of career development and organizational growth. Promotion within an organization serves as a tangible manifestation of recognition and advancement for employees' contributions (Owodunni, 2022). Promotion not only represents an elevation of job status but also signals validation of skills, expertise, and commitment to the organization's goals. However, the impact of staff promotion extends beyond individual recognition to influence broader organizational dynamics, particularly concerning employee commitment.

Research suggests that promotion is not solely a means of career progression but also a significant motivator that fosters employee engagement and commitment (Anwar, Abdullah, 2021).

\* Corresponding author

E-mail addresses: [gtachie-donkor@ucc.edu.gh](mailto:gtachie-donkor@ucc.edu.gh) (G. Tachie-Donkor)

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The promise of advancement and the associated rewards can serve as potential incentives for employees to demonstrate dedication, loyalty, commitment and enhanced performance in their roles. Conversely, the absence of clear pathways for promotion or perceived inequities in promotion practices can lead to disillusionment and disengagement among staff, undermining organizational cohesion and productivity (Owodunni, 2022).

Understanding the intricate relationship between staff promotion and commitment is essential for organizations striving to cultivate a motivated and dedicated workforce. Employees who perceive promotion opportunities as fair, transparent, and merit-based are more likely to exhibit higher levels of organizational commitment (Anwar, Abdullah, 2021). Contrariwise, discrepancies in promotion practices or perceptions of bias can erode trust and diminish employee morale, leading to decreased job satisfaction and increased turnover intentions (Owodunni, 2022). In organizational management, the interplay between staff promotion and commitment holds paramount importance. Within academic institutions, such as libraries, this dynamic is crucial for operational efficiency and fostering a conducive environment for learning and research. The Ghanaian universities' library system is generally situated within vibrant academic communities, providing a compelling backdrop for exploring the organizational dynamics and cultural factors that shape staff promotion and commitment.

Academic libraries in Ghana operate within a distinct organizational landscape characterized by a blend of traditional academic values and modern institutional practices. As such, the promotion and commitment of staff within these libraries are influenced by many factors, ranging from organizational structures and leadership styles to cultural norms and societal expectations. Junior and senior staff working in the libraries of Ghanaian public universities are expected to be promoted based on merits. Upon successful achievement of the relevant academic certificate, this category of staff can rise through the ranks of Junior Library Assistant, Senior Library Assistant, Principal Library Assistant and Chief Library Assistant.

Promotion entails transitioning to a higher status with increased responsibilities in an organization (Hasibuan, 2018); while often accompanied by a salary raise, promotions encompass both monetary and status advancements (Hasibuan, 2018). Other key promotion criteria include seniority, job performance, loyalty, and honesty. Promotions primarily benefit employees, reflecting job dynamics and aligning with job descriptions. Monetary compensation is fundamental to employee retention; however, its role alone may not suffice in maintaining a committed workforce. Non-monetary recognition is important and pivotal in fostering employee job satisfaction and commitment (Zaitouni, 2013). The significance of recognition lies in its ability to motivate individuals within the social and organizational context, thereby contributing to positive work outcomes (Gathungu et al., 2015).

In high-level professional positions, recognition is a primary driver for maintaining a sense of involvement and importance within the organization. Studies have consistently shown a positive relationship between recognition and employee commitment, linked to continuance and affective commitment (Gathungu et al., 2015). Acknowledging employees' contributions through praise, appreciation, and positive feedback from managers and peers is crucial in generating job satisfaction and commitment. These non-monetary forms of recognition serve as motivational tools, reinforcing employees' sense of value and significance within the organization (Zaitouni, 2013). Given the established relationship between recognition and commitment, it can be inferred that promotion practices are also likely to influence employee commitment. However, empirical validation of this relationship is necessary, particularly within the context of the Ghanaian Public University Library.

Numerous studies have explored the relationship between employee commitment and promotion strategies. Syed et al. (2020) highlighted the correlation between commitment and HRM practices, indicating that employees' understanding and perception of HRM methods can significantly impact their commitment levels. While monetary compensation remains crucial, non-monetary recognition, such as promotions, fosters job satisfaction and commitment (Zaitouni, 2013). Research by Saharuddin (2016) examined the impact of promotion and compensation on job commitment and productivity, highlighting the significant influence of promotions on employees' commitment and work output. Similarly, Olurotimi et al. (2015) found a positive relationship between promotion and organizational commitment among teachers in public secondary schools. However, it is essential to note the distinction between promotions as a

motivational factor and a moderating variable in the relationship between professional development practices and commitment.

Simanjuntak (2015) and Rahayu (2022) concurred on the positive impact of job promotions on employee performance, suggesting a direct correlation between promotions and enhanced job outcomes. Meanwhile, Sinambela (2016) delved into job satisfaction, describing it as the perception that the rewards received for one's work exceed the labor and costs incurred, ultimately contributing to a fulfilling professional life. Further insights from Haryono et al. (2020) emphasized the positive impact of promotions on job motivation and performance, suggesting that promotion opportunities significantly enhanced employee commitment and productivity. Despite these concerns, the literature reviewed largely suggested a connection between promotion practices and employee commitment.

At the organizational level, libraries face unique challenges and opportunities shaping their staff promotion and commitment approach. Limited financial resources and infrastructure constraints, coupled with the ever-evolving demands of academic scholarship, require strategic allocation of resources and effective management practices (Palfrey, 2020). Moreover, the hierarchical structure inherent in academic institutions may impact the promotion pathways available to staff, influencing their perceptions of career advancement and organizational loyalty. In view of this, this study sought to provide a comprehensive understanding of staff promotion and commitment within a Ghanaian public university library. We aimed to uncover the intricacies of organizational practices, cultural norms, and individual perceptions that shape employees' experiences within the library system. By doing so, the findings of the study will not only contribute to the literature on human resource management but also provide practical insights and recommendations for enhancing staff promotion and commitment in universities.

### ***Theoretical Framework***

Different frameworks exist for understanding employment relationships and commitment within organizations. One such model adopted for the study is Kelley's Attribution Theory (1967), which clarifies how employees perceive the purpose of HRM systems. According to this theory, individuals can attribute reasons and outcomes to both people and situations when considering their level of commitment. Per this theoretical framework, the perceptions that staff members have about management's goals when executing particular HRM procedures affect their personal attitudes and actions, which in turn affect the overall performance on the job (Rimi, 2013).

Adopting Kelley's Attribution Theory (1967) provides a strong theoretical framework for understanding the relationship between staff promotion and commitment. Kelley's Attribution Theory focuses on how individuals attribute reasons and outcomes to both people and situations, influencing their perceptions, attitudes, and actions. In the context of this study, Kelley's Attribution Theory offers valuable insights into how library staff perceive the purpose of HRM systems, particularly regarding staff promotion practices, and how these perceptions subsequently impact their level of commitment.

Kelley's Attribution Theory suggests that individuals' perception of HRM practices can shape their attitudes and actions. In the context of staff promotion, library staff's perceptions of the promotion process may influence their job satisfaction, motivation, and willingness to invest effort in their work.

## **3. Methods and Materials**

### ***Research Design***

The descriptive survey research design was chosen for this study. A descriptive survey design was suitable for the study because it allows for the systematic collection of data from a large sample of respondents, enabling researchers to gather comprehensive information on both independent (promotion practices) and dependent (employee commitment) variables (Koh et al., 2000). As this design allowed for broad data collection, it also ensured a comprehensive understanding of staff perceptions and experiences of promotion and commitment, enhancing the study's validity and generalizability. This approach was deemed suitable as it facilitated gathering data for independent and dependent variables through questionnaires (Siedlecki, 2020).

### **Population and Sample Size**

This study's population was the senior and junior staff of a Ghanaian public university library. We selected 187 senior and junior staff members at the library.

### **Data Collection Instrument**

The study utilized a structured questionnaire comprising closed-ended and open-ended questions to gather data. These questions were designed to elicit specific responses, thereby minimizing bias. Also, the questionnaire underwent validation procedures to assess its reliability and validity. Internal consistency reliability was assessed using Cronbach's Alpha coefficient, with all items scoring above the recommended threshold of 0.70, indicating satisfactory reliability.

### **Data Collection Procedures**

The researchers distributed the questionnaires to available participants in person following acceptable approvals. During the data collection process, the purpose of the study was explained to participants, and we assured them of confidentiality and data protection. A total of 180 questionnaires were received, representing a response rate of 96 %. The data collection lasted between 15<sup>th</sup> January and 31<sup>st</sup> January 2024.

### **Data Processing and Analysis**

The study's data was analyzed using the Statistical Package for the Social Sciences. Each received questionnaire was carefully coded to facilitate data entry. In the data processing and analysis section, descriptive and inferential statistics were employed to analyze the various variables at a significance level ( $\alpha$ ) of 0.05. Means and standard deviations were calculated to understand the central tendency and variability of the variables. Inferential data analysis was also conducted using the Pearson correlation coefficient to examine the relationship between the dependent and independent variables. The correlation coefficient helped determine the direction and strength of the relationship between the variables under investigation. A correlation coefficient ( $r$ ) between 0.00 and 0.30 indicates a weak correlation; A correlation coefficient between 0.30 and 0.70 indicates a moderate correlation; A correlation coefficient above 0.70 indicates a strong correlation.

## **4. Results**

### **Support for Employee Promotion**

The extent to which the university libraries support employee promotion among senior and junior staff was measured using eight items (see [Table 1](#)). The responses to the questions were graded using a numerical 5-point scale; 5 represented the strongest agreement with the issues, with 1 denoted the least. The primary variables were assessed using descriptive statistics like mean and standard deviation. The statement's mid-point on a scale of agreement or disagreement was 3.00. Therefore, a mean score below 3.00 suggested disagreement with a statement, while a score of 3.00 or higher indicated agreement with the statement.

**Table 1.** Extent to which the university libraries support employee promotion

<b>Promotion System</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is equal opportunity for all workers to get promoted in this organization.	3.80	1.26
There is a system update that recognizes individuals who qualify for a promotion at every point in time.	2.74	1.04
Promotions in this organization come with higher additional responsibilities.	3.57	1.11
Promotions in this organization go with additional compensation.	3.63	1.31
All workers are critically assessed by a competent body in this organization to verify their qualifications before they are promoted.	3.56	1.14
Management clearly communicates with all workers about the promotions system in this organization.	3.51	1.23
Promotions in this organization go with higher work	3.62	1.21

Promotion System	Mean	Std. Deviation
status/rank.		
Changes in the promotions policy of this organization are communicated to all employees in a timely manner.	2.59	1.00

As shown in [Table 1](#), staff largely agreed with 6 of the 8 questions used to solicit their opinions on senior and junior staff promotions (the 6 means were greater than 3.0). This means that staff working at the university library have equal opportunities to get promoted (Mean = 3.80; Std. Dev. = 1.26). When all employees are given equal opportunities for promotion, they will likely have sufficient alternatives to contribute to the organization's growth. Correspondingly, promotions have higher additional responsibilities (Mean = 3.57; Std Dev = 1.11). They are likely to be motivated and engaged in the additional duties given to them. Compatible with higher responsibilities, promoted staff get additional compensation (Mean = 3.63; Std Dev = 1.31). This additional compensation may enthruse them to continue working with a library in the foreseeable future. It also means that staff are critically evaluated before being promoted (Mean = 3.56; Std Dev = 1.14). This is likely to help employees accomplish both personal development and organizational goals, which will bind them with the organization. Also, management communicates with all workers about the promotions systems (Mean = 3.51; Std Dev = 1.23).

The responses concurred promotions in the library go with higher work status/rank (Mean = 3.62; Std Dev = 1.21). Having a higher rank/ status as a result of being promoted is likely to make them happy and increase their self-esteem in the organization. However, the respondents were unresponsive about whether there is a system update that recognizes individuals who qualified for promotion at every point in time (Mean = 2.74; Std Dev = 1.04). This is likely to reduce the fairness of staff really qualified for promotion as more than one staff member may be qualified, but one is to be promoted. The respondents were indifferent concerning being timely communicated on changes in promotion policies (Mean = 2.59; Std Dev = 1.00). Staff may lack enthusiasm in doing their assignments and will be demoralized if they do not hear and understand the communication policies of the organization.

### ***Satisfaction with the Promotion System***

The satisfaction variables were also made up of 8 items. The responses to the questions were graded on a 5-point numerical scale, with 1 denoting the least level of satisfaction and 5 denoting the highest level of satisfaction. The primary determinants were assessed using summary statistics like mean and standard deviation. The results are shown in [Table 2](#). Using the mean values obtained from the five-point Likert scale items, the pertinent mean values shown in [Table 2](#) were interpreted. The statement's mid position on the agreement or disagreement scale was 3.00. Thus, a mean score below 3.00 suggested dissatisfaction with a statement, while a score of 3.00 or higher indicated satisfaction with the statement. [Table 2](#) displays the respondents' perspectives concerning the University of Cape Coast's promotion variables.

According to [Table 2](#), it is clear that, of the seven items used to elicit respondents' opinions on how senior and junior staff are satisfied with the promotion system of the library, the majority of them relatively agreed with four of them (four means were greater than 3.0). By implication, the library staff is satisfied with higher additional responsibilities when promoted (Mean = 3.50; Std. Dev. = 0.97). In that order, they are satisfied with additional compensation (Mean = 3.15; Std Dev = 1.27). In addition, the staff is satisfied with the critical assessment of all qualified workers for promotion at the library (Mean = 3.22; Std Dev = 1.14). Concerning respondents' higher work status/ rank when promoted, they agreed to be satisfied with their work status/rank (Mean = 3.25; Std Dev = 1.11). These could motivate them in their work performance and make them commit to the organization.

**Table 2.** Extent to which senior and junior staff of a Ghanaian university library are satisfied with the promotion system in the university

Statements	Mean	Std. Deviation
Satisfied with equal promotion opportunity	2.52	1.19
Satisfied with the promotion update system	2.41	1.09
Satisfied with higher additional responsibilities	3.50	0.97
Satisfied with additional compensation	3.15	1.27
Satisfied with a critical assessment of all qualified workers	3.22	1.14
Satisfied with communication of promotion policy	2.49	1.17
Satisfied with higher work status/rank	3.25	1.11
Satisfied with timely communication of changes in promotions policy	2.32	1.14

Source: Field Work, 2017.

Conversely, the respondents were dissatisfied with equal promotion opportunities in UCC (Mean = 2.52; Std Dev = 1.19). Once more, the respondents were discontented with the promotion update system in place (Mean = 2.41; Std Dev = 1.09). Moreover, they were dissatisfied with the communication of the promotion policy (Mean = 2.49; Std Dev = 1.17).

### **Commitment to Work**

The perceived commitment variable was made up of four (4) items. The responses to the questions were also scored on a five-point numerical scale, with one (1) denoting the least agreement with the problems and five (5) denoting the strongest agreement. The primary determinants were assessed using summary statistics like mean and standard deviation. Table 3 presents the outcomes. Using the mean values obtained from the five-point Likert scale items, the relevant mean values shown in Table 3 were interpreted. The statement's mid position on the agreement or disagreement scale was 3.00. Thus, a mean score below 3.00 suggested disagreement with a statement, while a score of 3.00 or higher indicated agreement with the statement. Table 3 displays the respondents' perceptions in relation to the University of Cape Coast's commitment variables.

**Table 3.** Perceived senior and junior staff commitment at work in A Ghanaian university library

Statements	Mean	Std. Deviation
They are willing to put in great deal of extra effort to help this organization be successful	3.95	1.09
They would accept almost any type of job assignment in other to keep working for this organization	3.50	1.15
They speak highly of their organization to their friends	3.55	1.02
Working in their current profession is important to them	3.70	1.16

Source: field survey, 2017

According to Table 3, staff largely agreed with all four statements made to ascertain their opinions on the level of commitment by senior and junior staff of the University Cape Coast library (all four means were greater than 3.0). The findings indicated that they are prepared to put in much additional work to support the library's success (Mean = 3.95; Std. Dev. = 1.09). Correspondingly, the staff agreed to continue working for the library management, and they would accept almost any type of job assignment (Mean = 3.50; Std Dev = 1.15). In tallying, the staff (both junior and senior) agreed that they speak highly of their organization to their friends (Mean = 3.55; Std Dev = 1.02). Lastly, approved that working in their current profession is essential to them (Mean = 3.70; Std Dev = 1.11).

According to Wallace and Trinkka (2009), the results of employee commitment depicted in Table 3 imply improved productivity, a reduction in turnover, and amplified customer focus. Additionally, the findings suggest that senior and junior staff are more likely to stick with a company even if better-paying jobs are open to them in the private sector (Ahmed, 2015). Further, according to Dixit and Bhati (2012), the library can be at its best with its staff being committed to the management goals and objectives.

### ***Staff Commitment and Promotion***

The study conducted a correlation analysis to examine the association between employee commitment and promotion practices, the results of which are presented in Table 4. The findings revealed a positive relationship between promotion practices and employee commitment, as indicated by a Pearson's Correlation Coefficient of  $r = 0.291$ . This relationship reached statistical significance at the 0.01 level, with a p-value of 0.001, emphasizing its statistical robustness. However, it is worth noting that the strength of this relationship is not considered strong.

**Table 4.** Correlation Analysis

<b>Variables</b>	<b>1</b>	<b>2</b>
1. Staff Commitment	-	-
2. Staff Promotion	0.291	-

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

The Pearson correlation coefficient between employee commitment and employee promotion is 0.291 ( $r = 0.291$ ), which indicates a moderate positive correlation between these two variables. This relationship reached statistical significance at the 0.01 level, with a p-value of 0.000, emphasizing its statistical robustness. However, it's worth noting that the strength of this relationship is not considered strong. The positive correlation suggests that there is a relationship between staff promotion and their commitment to work at a Ghanaian University library. Specifically, as employee promotion increases, there is a tendency for employee commitment also to increase. Conversely, when promotion opportunities are limited or perceived as unfair, it may negatively impact employee commitment levels.

This finding underscores the importance of staff promotion strategies in fostering employee commitment within the library. By providing clear pathways for career advancement and recognizing employee contributions through promotions, the library can enhance employee morale and dedication to their work. Furthermore, it highlights the need for transparent and merit-based promotion processes to maintain high levels of employee commitment and organizational effectiveness. Overall, the correlation analysis suggests a significant association between staff promotion and commitment at a Ghanaian University library, emphasizing the importance of promoting employee growth and development to cultivate a committed workforce.

## **5. Discussion**

### ***Staff Promotion***

The study was driven by Kelley's Attribution Theory (1967), which accurately reflected the relationship between staff commitment and promotion at a Ghanaian University library. The first objective sought to find out the extent to which a Ghanaian university library supports employee promotion among senior and junior staff. The data indicate a generally positive perception among staff regarding the promotion system, with employees expressing satisfaction with various aspects such as equal opportunities for promotion (Mean = 3.80), additional responsibilities, compensation, and communication from management. The results suggest that when employees perceive equal opportunities for promotion, they are more likely to feel valued and motivated to contribute to the organization's growth.

The recognition of merit-based promotion processes fosters a sense of fairness and encourages employees to actively engage in their roles, knowing that their efforts are recognized and rewarded (Mean = 3.56). Moreover, promotions accompanied by higher responsibilities (Mean = 3.57) and additional compensation (Mean = 3.63) serve as incentives for employees to perform their best. The correlation between promotions and increased job status or rank also contributes to

employee satisfaction and self-esteem within the organization. When employees feel that their hard work is acknowledged and rewarded through promotions, they are more likely to remain committed to their roles and the organization as a whole. However, the findings also highlight areas where improvements are needed to enhance employee commitment. The lack of a clear system for recognizing qualified individuals for promotion (Mean = 2.74) and the timely communication of promotion policies can lead to uncertainty and demotivation among employees. Without transparent promotion processes and effective communication from management, employees may feel undervalued and disconnected from the organization's goals, ultimately impacting their level of commitment.

The extent to which senior and junior staff of a Ghanaian university library are satisfied with the university's promotion system. The findings regarding the satisfaction of senior and junior staff members at a Ghanaian university library with the promotion system reveal a mixed picture, highlighting both areas of contentment and areas of concern. On the positive side, the data indicate that staff members generally express satisfaction with certain aspects of the promotion system. Specifically, employees are content with the higher additional responsibilities that come with promotions, as well as the additional compensation they receive. This submits that employees value opportunities for professional growth and are motivated by the prospect of taking on more challenging roles within the organization. Furthermore, the recognition of qualified workers for promotion and the resulting higher work status or rank are also sources of satisfaction for staff members. This acknowledgment of employees' skills and contributions fosters a sense of value and appreciation within the organization, motivating employees to perform at their best and remain committed to their roles. However, the findings also reveal several areas of dissatisfaction among staff members regarding the promotion system. Notably, employees express discontent with the perceived lack of equal promotion opportunities and the inefficiency of the promotion system. This suggests that there may be disparities in the promotion process, leading to feelings of unfairness and frustration among certain staff members. Additionally, dissatisfaction with the communication of promotion policies further exacerbates these concerns. Without clear and transparent communication from management regarding promotion criteria and processes, employees may feel disconnected and undervalued, ultimately leading to decreased morale and commitment. These findings underscore the importance of addressing issues related to fairness, transparency, and communication within the promotion system. By ensuring equal opportunities for promotion, implementing an efficient promotional system, and improving communication on promotion policies, the organization can enhance employee satisfaction and commitment (Saharuddin, 2016). Addressing these concerns is crucial for maintaining high levels of employee performance and achieving organizational objectives. As highlighted by previous research (Rahayu, 2022; Saxena, Srivastava, 2015; Simanjuntak, 2015), a satisfied and committed staff is essential for organizational success, as it leads to increased productivity, higher levels of engagement, and improved overall performance.

### ***Staff Commitment to Work***

The findings regarding the perceived commitment of senior and junior staff at a Ghanaian university library shed light on the dedication and loyalty exhibited by employees towards their roles and the organization as a whole. The data reveal a strong alignment between staff perceptions and organizational goals, indicating a high level of commitment among employees. The results indicate that staff members are prepared to go above and beyond in their efforts to support the success of the library, as evidenced by their agreement with statements indicating a willingness to put in additional work and accept various job assignments (Mean = 3.95). This willingness to contribute demonstrates a deep sense of dedication and investment in the organization's mission and objectives. Moreover, employees express a strong affinity for the organization, as evidenced by their agreement that they speak highly of the library to their friends (Mean = 3.55) and consider working in their current profession important to them. This positive sentiment towards the organization suggests a strong organizational culture and a sense of pride among staff members in being associated with a Ghanaian university library. The findings also have implications for organizational outcomes, with implications for improved productivity, reduced turnover, and increased customer focus. Research indicates that promotion serves not only as a pathway for career advancement but also as a powerful motivator that enhances employee engagement and



commitment (Anwar, Abdullah, 2021). Employee commitment is a key driver of organizational success, as committed employees are more likely to be engaged, motivated, and focused on achieving the organization's goals. Additionally, the findings suggest that committed staff members are more likely to remain with a Ghanaian University library, even in the face of better-paying opportunities in the private sector. Furthermore, the alignment of staff commitment with management goals and objectives is crucial for organizational effectiveness. When staff members are committed to the attainment of organizational goals, they are more likely to work collaboratively towards achieving shared objectives, leading to enhanced performance and outcomes.

### **Staff Commitment Level**

Findings from the correlation analysis revealed a significant and positive relationship between staff promotion and the commitment level of employees at a Ghanaian university library. This result underscores the crucial role that promotion practices play in shaping employee commitment and organizational outcomes. The Pearson correlation coefficient of 0.291 indicates a moderate positive correlation between staff promotion and commitment. This correlation is statistically significant at the 0.01 level, emphasizing the strength of the relationship. While the strength of the correlation is not considered strong, its significance underscores the importance of promotion strategies in fostering employee commitment within the library. This finding supports several findings of other authors (Haryonoa et al., 2020; Olurotimi et al., 2015; Rahayu, 2022; Simanjuntak, 2015).

The positive correlation suggests that as employees are promoted, their commitment to work at a Ghanaian University library tends to increase. This aligns with the expectation that promotions serve as recognition of employees' contributions and provide opportunities for career advancement, thereby motivating employees to remain committed to their roles and the organization. Conversely, limited or unfair promotion opportunities may negatively impact employee commitment levels. When employees perceive promotions as arbitrary or biased, it can erode trust in the organization and diminish their motivation to remain committed to their work. Therefore, it is essential for promotion processes to be transparent, merit-based, and perceived as fair to maintain high levels of employee commitment. The findings highlight the importance of promoting employee growth and development to cultivate a committed workforce. Clear pathways for career advancement and recognition of employee contributions through promotions are essential in enhancing morale and dedication among staff members. Moreover, transparent promotion processes contribute to organizational effectiveness by fostering a culture of fairness and trust.

## **6. Strengths and Limitations**

One significant advantage of this study is its strong methodological approach, which includes the use of a highly reliable questionnaire and a thorough data analysis technique. Cronbach's Alpha coefficient analysis confirmed the questionnaire's internal consistency, with all items scoring above the recommended threshold of 0.70. This demonstrates the validity of the collected data. Furthermore, the researchers used a cross-sectional survey design to collect a large amount of data from a representative sample of 187 junior and senior staff members. This improved the ability to generalise the findings to a larger population. The 96% response rate highlights the accuracy of the results, indicating a high level of participation and enthusiasm among the participants. Furthermore, the use of Spearman's Rank Order Correlation Coefficient provided a rigorous statistical framework for testing the hypotheses, yielding strong evidence of a significant and positive relationship between job promotion and employee commitment. This study provides important insights into the relationship between promotion and commitment in the library community, with practical implications for organisational management and policy development.

Although the study has significant strengths, it is important to recognise its limitations. Initially, the research is limited to a single Ghanaian university library, which may limit the findings' applicability to other settings and institutions. The unique organisational culture and promotion practices observed in the university library under investigation may not be representative of other libraries or institutions, limiting the findings' applicability. Furthermore, the study's cross-sectional design only provides a snapshot of the relationship between job promotion and employee commitment. It does not allow for the analysis of changes over time or

the identification of causal relationships. Another constraint is the reliance on self-reported data, which response biases like social desirability or recall bias may skew. Furthermore, the study's focus on quantitative measures may have overlooked the qualitative aspects of employee experiences and perceptions. These qualitative aspects may provide deeper insights into the complexities of the relationship between promotions and commitment. To improve the findings' thoroughness and applicability, future research should take a mixed-methods approach and include multiple institutions.

### **7. Conclusions and Implications**

The study's findings allow us to draw several conclusions about the relationship between staff promotion and employee commitment in the context of a university library in Ghana. For starters, it was clear that promotion is critical to improving employees' emotional, moral, and long-term commitment. This emphasises the importance of implementing fair and transparent promotion policies to boost employee morale and loyalty. Nonetheless, the findings revealed gaps in communication regarding feedback, promotion procedures, and system updates. If these shortcomings are not addressed, they may have a negative impact on employees' dedication, resulting in a decrease in overall performance, effectiveness, and efficiency.

Furthermore, the study stated that while some aspects of the promotion system, such as equal opportunities, additional responsibilities, and compensation, were viewed positively, there were significant areas that needed to be improved. More specifically, the lack of a well-defined mechanism for identifying eligible individuals for advancement, as well as the timely dissemination of promotion guidelines, were identified as issues that could lead to employee dissatisfaction and low motivation.

The correlation analysis revealed a statistically significant but moderately positive relationship between staff promotion and employee commitment. This discovery emphasises the importance of effective promotion strategies in developing a dedicated workforce. Clearly defined and fair promotion procedures that prioritise merit and are effectively communicated can boost employee morale, foster trust, and increase dedication, ultimately improving the organization's overall effectiveness.

### **8. Recommendations**

Based on the study's findings and conclusions, a variety of policy measures can be proposed to ensure the implementation of effective promotional strategies. These measures are intended to increase staff dedication and assist the library in meeting its strategic goals. The following suggestions are specifically directed at the library's management:

According to the findings, maintaining credibility in promotional practices is critical in order to increase employee commitment. To accomplish this, the library administration must ensure that the institution's systems are regularly updated to accurately identify and acknowledge eligible individuals for advancement. This entails developing transparent and meritocratic promotional standards that are effectively communicated to all staff members. Periodic evaluations of promotion procedures should be conducted to ensure equity and honesty, thereby promoting employee confidence and motivation.

The management should implement a strong communication strategy to keep staff members informed of any changes to the library's promotion policies. This could include regular updates through staff meetings, newsletters, or a dedicated internal online portal solely for HR-related matters. To improve transparency and reduce uncertainty, management can strengthen employee commitment and alignment with organisational goals by keeping employees up to date on the most recent policies and promotion criteria.

The research department should develop a practice of conducting regular research on library staff needs and promotional opportunities, which should be integrated into the management's institutional framework. This proactive strategy entails conducting surveys, focus groups, and feedback sessions to gather valuable information about employees' preferences and concerns about promotions. The findings from these studies can be used to develop tailored initiatives that address specific promotional needs, such as professional growth workshops, mentorship programmes, and leadership development training. By addressing the changing needs of its employees, the library

can create a nurturing environment that promotes professional development and increases overall job satisfaction.

To meet the ongoing promotional needs of the staff, it is recommended that the library implement continuous professional development programmes. These programmes may include specialised training sessions, certification courses, and opportunities for further education. Giving employees access to resources that improve their skills and credentials not only prepares them for advancement but also demonstrates the library's commitment to their professional development. As a result, this can boost employee morale and increase their commitment to the organisation.

Implementing a structured feedback system that allows employees to provide feedback on promotion-related procedures and policies can be beneficial. This could include conducting anonymous surveys or implementing suggestion boxes, where employees can freely express their experiences and make suggestions for improving the workplace. Management can consistently improve promotional practices by actively soliciting and responding to feedback, allowing them to meet the expectations and needs of their employees and increasing their dedication and involvement.

Furthermore, in addition to formal promotions, the library should implement a recognition and reward system that explicitly recognises exceptional performance and valuable contributions. This system may include awards, diplomas, and other forms of recognition to commemorate personnel accomplishments. Recognising and compensating exceptional performance not only motivates employees but also sets a standard of achievement that aligns with the library's strategic goals.

Implementing these suggestions will allow the library's management to create a more transparent, equitable, and supportive promotional environment. This approach will not only increase staff dedication but also improve the library's ability to attract and retain highly skilled individuals who are critical to meeting its strategic goals.

## 9. Declarations

### ***Ethics approval and consent to participate***

The study was conducted following all standards approved for human research.

### ***Consent for publication***

All authors have reviewed and approved the final version of the manuscript for publication. They also affirm their accountability for all aspects of the work and commit to addressing and resolving any issues related to the accuracy or integrity of any component of the manuscript.

### ***Availability of data and materials***

Data will be made available upon request

### ***Conflict of interest statement***

The authors declare that they have no personal or financial conflicts of interest related to this study.

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### ***Authors' contributions***


TM conceptualized the study. GTD and EAN, with contributions from TGM, designed the study and conducted the data analysis and interpretation. All authors contributed to drafting the initial manuscript and participated in its revision and finalization.


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### **Authors' ORCID**

Gloria Tachie-Donkor  <https://orcid.org/0000-0002-3647-4078>

Thomas Godfred Mensah  <https://orcid.org/0009-0000-4922-0627>

Eugene Amoako Nsowah  <https://orcid.org/0009-0000-5954-3059>

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