

Article

# Promotion and Employees' Performance in the Nigerian Civil Service

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**Abstract:** Promotion makes every employee to look overvalued, exhibit happiness and greater commitments to the achievements of set organizational goals as it is oftentimes regarded as hard work "recognized and rewarded". Low employees' performance recorded by many organizations today are largely attributed to employees' emotional and psychological pains associated with non-recognition and reward for hard work popularly known as 'non - promotion'. Thus, when an employee hard work, commitment and sacrifice is recognized and swiftly rewarded based on merit, it emotionally and psychologically propels such an employee to demonstrate ownership, commitment and improved performance to an augmented capacity in the organization. This scenario, will lead to job satisfaction, career fulfillment and achievement thereby enhancing accelerated progress in the organization. The paper employed the qualitative research method where materials from the literature were extensively utilized. The theoretical framework was the Expectancy theory by Victor H. Vroom. It was found that promotion was a privilege not a right in the Nigerian Civil Service. The paper concludes that non promotion could significantly lower employee morale, cause job satisfaction to remain low, and unattractive thereby affecting the overall productivity in the Nigerian Civil Service. The paper recommended that promotion as one of the effective motivational variables and an opportunity for growth, should expressly be considered a right for hard workers by the management and leadership of the Nigerian Civil Service.

**Keywords:** promotion; employee performance; job satisfaction; productivity; motivation; merit-based promotion; expectancy theory; human resource management; public sector organizations; nigerian civil service; performance appraisal; organizational commitment;

## 1. Introduction

Career goals: Everyone in the organization wants to climb up the career ladder. This is especially the case in Nigerian Civil Service where career development has become an integral part of an employees' working career. Ogah and Akinbo point out that promotion is a reward for an organization's hardworking staff, as well as a catalyst of improved performance and productivity [1].

Civil service employees see promotion as a form of accomplishment, acknowledgement and success that allows them to take on more responsibility receive higher income and gain greater respect both within the organization and from those outside of it. It goes without saying that promotion is a useful motivational device and plays a vital role in shaping the attitudes, job commitment and performance of civil servants. Organisationally, promotion is an upward movement of an employee to a higher duty post with greater responsibility, status and pay [2] Akinwale and George

It means growth up the food chain and that there are likely to be tough new tasks, more overarching responsibility and higher expectations. Amah and Daminabo-Weje posit promotion as the physical displacement of a person from a low or less challenging position to one that is higher and more demanding with consequent effect on his/her social, economic and financial status in society. There is a lot of time and energy invested into

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training, however the biggest change seems to be in accountability, decision making and capability [3].

In the civil service promotion consequently is an indicator of career advancement and a part of human resource management in that it influences staff members' motivation, commitment and job satisfaction [4].

According to Amadi and Godson the nature of promotion process and fairness within the context of Nigerian Civil service are some include factors that determine how workers perform their job. Merit, competence and performance appraisal based promotion are likely to foster hardworking and commitment [5].

But inaction and politicized or unfair promotion practices make for frustration, diminished morale, and lower productivity among baffled employees. Promotion has an impact on employees' feeling of being part of the organization and individual motivation to meet the goals of the organization, therefore promotion is described as one of key sources that help enhancing efficiency and effectiveness in public service delivery. A solid promotion policy builds morale, minimizes turnover and maintains experienced and talented personnel. On the other hand, biased or arbitrary promotions lower performance and decrease service output and institutional image.

Against this background, the study aims at examining promotion and employees' performance in the Nigerian Civil Service using the following research questions as guide:

1. What impact does promotion have on performance of workers in the Nigerian Civil Service?
2. What is the effect of promotion on productivity in Nigeria Civil Service?
3. How does promotion enhance the performance of workers in the Nigerian Civil Service? Thus, the following are the objectives of this study:
  - a. To determine the extent to which promotions have affected employee performance in the Nigerian Civil Service;
  - b. To establish how promotions have impacted on productivity in the Nigerian Civil Service; and
  - c. To investigate the impact of promotion on employee performance in the Nigerian Civil Service [6].

The three research questions and objectives further demonstrate the researchers' key concerns for investigating the nexus of promotional related practices and employee performance in public service. The study concludes that non promotion could substantially reduce job morale among staff members, and possibly job satisfaction very unfavorable and thereby adversely impact on efficiency in the Nigerian Civil Service. The position paper suggested that based on the significance of promotion as an effective motivational factor, and opportunity for growth, it ought to be clearly designated a right for hard workers by the leadership gurus of Nigerian Civil Service establishment [7].

## 2. Methodology

### Statement of the Problem

The Nigerian Civil Service forms the "permanent bureaucracy" that executes government policies, delivers public services, and ensures implementation of public policies under the control of its political leaders. Effectiveness of this system greatly relies on the performance, morale, and loyalty of its staff. Promotion the key component of HRM is conducted to motivate the employees, to boost their morale, and stimulate work culture for greater productivity. Theoretically, promotion is supposed to be a form of recognition and reward for hard work, competence and loyalty. Nonetheless, Eneh and Uche indicate that the promotion process in the Nigerian Civil Service has come under considerable criticism for not being credible, equitable and merit-based [8].

Mensah and Boachie assert that overtime, many reform measures have come into play to enhance the performance of the civil service but the promotion exercise is yet to be insulated from partisanship; administrative red-tape, politicization and inordinate delays. Promotion – Instead of a privilege due to performance and merit, promotion in the Nigerian Civil Service has become a right that can be given or taken at will. This has

created a climate of uncertainty and demotivation for civil servants, who largely believe that such work and performance doesn't always lead to career progression. This results in reduced staff morale and low productivity; the latter negatively influences on efficiency while functionality of civil service and quality of public service is compromised [9].

The finding of this study reveals that promotion in the Nigerian Civil Service is not a right but a privilege. Yet, since promotion remains one of the most significant variables influencing effective job performance, it should be treated as a right. This implies that employees who meet the established criteria and demonstrate satisfactory performance should be promoted as a matter of fairness, motivation, and administrative justice. To understand the implications of the current promotion practices and their impact on employee outcomes, this study poses three key research questions aligned with the objectives stated below. It is for this reason that the study examined promotion as it affects employee performance, and its influence on productivity in the Nigerian Civil Service [10].

#### **Research Questions:**

- a. How does promotion affect employees' performance in the Nigerian Civil Service?
- b. How does promotion influence productivity in the Nigerian Civil Service?
- c. What are the effects of promotion on employees' performance in the Nigerian Civil Service?

#### **Research Objectives:**

- a. Examine how promotions have affected employee performance in the Nigerian Civil Service
- b. Ascertain how promotions have influenced productivity in the Nigerian Civil Service
- c. Find out the effects of promotion on employee performance in the Nigerian Civil Service

### **3. Results and Discussion**

#### **Conceptual Clarifications**

##### **1. Promotion**

Promotion, the upward movement of an employee to a higher grade, rank, or position is a central human-resource practice in any public service including the Nigerian civil service. Adeleke states that promotion is therefore seen as both rewards for past performance and signals expectations for future service. Promotion is thus simultaneously, a motivational tool, an administrative necessity, and a governance instrument that enhances overall organizational growth. At its simplest, promotion is conceptualized as a personnel decision that moves an officer to a higher salary grade and rank. Owota, Raimi and Lasisi posit that promotion in its broadest sense, has three interlocking functions which includes;

1. **Allocative/administrative** — aligning human resources with organizational needs and filling higher-level functions;
2. **Motivational/incentive** — serving as a non-monetary/monetary reward that signals recognition and career progression; and
3. **Governance/merit-setting** — an instrument for enforcing merit, competence standards and public service values.

Onyema submits that promotion therefore sits at the intersection of human-resource management (HRM), organizational behavior, and public administration. The literature treats promotion both as an outcome (reward for past performance, qualification) and as a policy lever (used to motivate or to shape bureaucratic behavior). Recent Nigerian studies emphasize that when promotion systems work (transparent rules, merit criteria, timely implementation) they improve commitment and efficiency; when they fail (politicization, nepotism, delays), they undermine morale and service delivery [11].

##### **2. Performance**

The action or process of carrying out a task or function is referred to as “performance”. This means performance is the action or process of performing a task or activity. It is the outcomes of an activity a person carried out which are rated high or low depending on the level of efficiency and time of completion. Performance is the ability of a company to achieve set goals i.e., meet expectations, that are influenced by results in a wider sense. Tuckman submits that performance means when a party to a contract does what he had undertaken to do under the contract, he is said to have performed his obligation to the contract. Then, it becomes the duty of the other party to do what he had agreed to do under the same contract. This however means that performance is the successful fulfillment of a contractual obligation [12].

Ibikunle states that performance is considered as the result or outcome of a piece of work willingly carried out by oneself or assigned to him by the parties involved which are completed within a given timeframe in line with set criteria in the organization. The outcome of the activities carried out are known through assessment of the individual or collective employees' performance. Performance is the result of an accomplished task that could be measured, perceived, felt, and touched. Performance increases growth and promotes the corporate image of the organization. It also means outputs/outcomes or work results. Armstrong and Taylor regard performance as some achieved activity outcomes in the organization. This means performance is the sum total of visible records of accomplishments by the employees within a specified period of time in the organization. This is completion of a given task measured in line with the preset-standard of accuracy, completeness, costs, and speed in the organization. In a contract, performance is the fulfillment of an obligation in a manner that releases the performer from all liabilities under the contract [13].

Okon and Akpan submit that performance is the outcome of work done because it provides the strongest linkage with achievements of strategic goals that ensure growth, and survival of the organization. The notion of performance has an abstract character and its definition is about other concepts, on which performance builds. Thus, performance is itself an abstraction of observable or measurable facts that brings certain concepts to a high level of abstraction. The explanation of the meaning of performance is achieved through these concepts referred to as construction. For example, Dibia in his opinion, gives a well-crafted definition of performance, which shares the concept of two primary components namely; efficacy and effectiveness [14].

Accordingly, Anthony posits that efficiency refers to performance in terms of inputs and outputs that result in a higher volume of a given amount of input while; effectiveness refers to performance by the degree to which planned outcomes are achieved. For example, the objective to avoid interruptions of supply over a period is an effective outcome. Thus, performance is the execution and accomplishment of work or tasks that gives the desired satisfaction to the organization vis-à-vis the civil service [15].

### **3. Employees Performance**

Epelle defines employee performance as how employees fulfill their duties and execute their tasks in the organization. Employee performance also means effectiveness, quality, and efficiency of outputs. This means that every employee is a serious investment in the organization. Ezeani states that employee performance is critical to the overall success in the organization. Employee performance has always been an important concern for managers in both private and public sectors because, it is a key edifice that requires good understanding of its virtue and value in order to derive the required optimal or higher productivity in the organization. In addition, employees' performance is regarded as the total performance carried out in course of meeting the anticipated worth of tasks under a given procedure and timeframe in the organization. Employee performance is the basis for advancement, redundancy, rewards, punishment, reviews, and salary changes in the organization. It also satisfies the need for employees to realize their assigned duties [16].

Nwachukwu submits that employee performance symbolizes broad conviction of the personnel (employees) about their behaviors and contributions towards achievement of set goals in the organization. The conviction is that, if performance is positive, it will gladden management to provide welfare packages such as; compensation practices, appraisal, and promotion to motivate employees to continue to enhance their performance in the organization. On the other hands, if performance is negative or zero, management will be dis-enthusiastic to motivate employees and will eventually lower productivity and thwart set goals in the organization. This means there is absolute need to evolve appropriate motivating measures such as promotion that will propel employees to effectively put in more efforts that will lead to higher performance and productivity in the organization [17].

Thus, Ekwealor posits that adoption of measures that increase employees' performance e.g., promotion reduces counterproductive work behaviors, workplace aggression, tardiness, and absenteeism.

#### **4. The Concept of the Civil Service**

Ejiofor states that the word "Civil" was derived from an old French word that means "Relating to Law" and directly from the Latin word "Civilized" which means "relating to Citizen". The word "Service" was derived from an old French word "Service" which means "Aids". This means, Civil Service is concerned with "Citizens' Aids" or "Assisting Citizens" in a state or country. It also means that people working for government or in the Civil Service do so to ensure they "Aid Citizens" in the society.

Awujo listed work or activities performed by the Civil Service to include:

1. Advisory services
2. Assist in the formulation and implementation of public policies and decisions
3. Library and documentation of government reports, activities, and programs
4. The interface between the government, people, and the society
5. Allocate and distribute public resources to the people
6. Approve and provide development initiatives to the citizens
7. Payment of [pensions and benefits](#) to retired employees
8. Running and managing prisons
9. Provision of licenses and authentication documents for the people
10. Representing government in both national and international fora
11. Managing employment

Adebayo posits that Civil Service is a bureaucratic institution that formulates and facilitates processes to enforce compliance of the Civil Service Rules and extant regulations. Civil service advises the [government to provide basic social services](#) to all citizens. The civil service delivers public services and supports the government in all meaningful programs aimed at protecting lives and property. Each level of government is responsible for its civil service and employment system. Each level of government also takes care of its own personnel needs and engages in different hiring practices but in line with the conventional and universal guidelines as stipulated in the Civil (Public) Service Rules in the Civil Service in Nigeria. The Civil Service consists of employees of government agencies and departments other than the military and police. Most employees are career civil servants in the ministries, progressing based on qualifications and seniority [18].

Gelas (2014, p.87) avers that civil service is an arm of administration of government that has no official allegiance to politics and is not generally affected by changes of government in a State or Country. The Civil Service assists in formulating and executing public policies and decisions of government in a State or Country. The Civil Service is a permanent public facility that carries out both public and discrete services on behalf of the government for the people. The Civil Service is described as a core permanent administrative arm of government with permanent and pensionable work status and officials. The Civil Service consists of government departments and all the people who



work in them. The Civil Service employs a method of recruitment based on merits via competitive examinations, rather than on political patronage. Accordingly, Adamolekun declares that following emergence of modern society, the Civil Service in post-colonial Nigeria exists not only to assist in formulating government policies but also to effectively implement them across to the nooks and crannies of the Country [19].

Cole and Kelly state that Civil Service is interchangeably used for Public Service, but the two concepts mean different things under certain understanding. For example, Civil Service duty is performed by a Civil Servant, a bureaucrat hired to work in the ministries and departments of government while, a Public Servant, is a person appointed by a member of the government (Ministers, Board Members) to serve the population and perform public duties, performs public service. The Public Servants are not necessarily skilled or qualified individuals but they are appointed based on politics or other external considerations other than merit to perform various tasks - including volunteering that do not require possession of a particular ability [20].

Igbokwe-Ibeto states that public Service duties is tenure ship and falls within the purview of administrative and social services of government as against the Civil Service recruited on permanent basis. Thus, apart from the critical role of ensuring continuity in government administration and safekeeping of records and documents, there are impending role conflicts between the career Civil Servants referred to as "Permanent Secretaries" and the appointed Ministers or Commissioners referred to as the "Public Servants" in the Civil Service. This indeed, is a recipe for confusion especially as the duo look unto each other as superior over the other in terms of relationship with government in power, permanence, office and responsibilities in the Civil Service [21].

#### **Theoretical Framework**

The paper utilized the expectancy theory propounded by Victor H.Vroom in 1964 as its theoretical framework. The theory holds that there is need for organizations to relate rewards directly to performance. This becomes necessary to ensure that the rewards provided are those rewards deserved and wanted by the recipients (employees) in the organization. Newstrom and Davis posits that expectancy theory proposes that people behave or act in certain ways because they are motivated to select a specific behaviour over the others due to what they expect the result of that selected behaviour will be [22].

The expectancy theory was applied because, it posits that promotion has a positive correlation between rewards and performance which employees deserve and want in the Civil Service. Thus, the theory situates self-interest employee or team who want to achieve maximum satisfaction and minimize dissatisfaction so as to boost higher or effective performance in the Civil Service of Nigeria [23].

#### **Rules that Determined Promotion in the Civil Service of Nigeria**

Arniati states that there are rules, procedures and principles in determining eligibility for promotion in the Nigerian Civil Service. The principles include: right qualification, period prescribed in the scheme of service for an employee to serve on a grade, satisfactory performance of duty as well as good conduct, passing of examinations and interview. Seniority and merit principles are considered significantly to ensure that resourcefulness and competence are given weight during promotion exercise. The Civil Service Commission (at either federal or state levels) is vested with the authority to promote but such promotion is based on certain cognate factors such as hard work and devotion but in reality, nepotism, politics and favoritism become prime determinants for promotion in the Nigerian Civil Service. Ajakemo and Aroh posits that there two main criteria for promotion in the civil service namely; merit and seniority. Merit based promotion is a type of promotion that takes place on the basis of an employee's performance in his current job. Merit based promotion is based on skills, knowledge and ability of the individual employee, while seniority-based promotion refers to promotion given to an employee who has worked or served for a long period of time in the service of the organization. Nigerian Federal Government: *Public Service Rules (PSR), Revised 2021* states that , in addition to the

two main criteria, right qualification, satisfactory discharge of duties, decent behavior, successful passing of regular interviews and examinations are all essentials for promotion in the civil service of Nigeria. But on the contrary, promotion practice in the Nigerian Civil Service, is what could gently be referred to as “the more you look, the less you see”. This is a common slogan in the civil service, which explains that the more consistent selflessness and sacrifice, a civil servant showed on his assigned duties, the less or no reward that is gotten therefrom. This discourages interest and weakens morale and overall performance and productivity of the Nigerian Civil Service [24].

Wilson posits that promotion on merit is adopted by many private organizations as a way of motivating their employees to perform better and accounted for why many often-regarded private organizations as doing well than its public counterpart like the Nigerian Civil Service. Obi and Nwachukwu assert that merit-based promotion is seen as a fair method of rewarding those whose performance is exemplary so as to, in the process, encourage everyone to perform better. The underlying principles of merit-based promotion lies in the capability, integrity, and good sense of judgment as well as little or no romance with politics while taking decisions that would lead to achievements of meaningful growth poles and increased productivity in the Nigerian Civil Service. Merit-based promotion will also avoid issues of politics, religions, ethnicity, labour status, race, colour, and sex to influence decisions on promotion results in the Nigerian civil service [25].

Accordingly, Opusunju states that promotion is not a right but a privilege given to employees by management which have demotivated most employees to lower their level of commitments to achieving assigned daily tasks and targets in the Nigerian civil service. Opusunju further states that promotion should not be seen as a bonus or over time for every worker based on seniority even without visible measurable performance, rather it should be seen as a reward for hard work no matter the number of years in service to stimulate ownership, commitment and productivity in the Nigerian Civil Service [26].

#### **Conditions Required Before Promotion in the Civil Service of Nigeria**

There are cogent conditions stipulated by the Civil (Public) Service rules and extant regulations before an employee will be promoted in the Nigerian Civil Service. The conditions according to Tongo include: diligence, hard work, devotional, being able to empower and motivate other employees around you. The condition also required that workers should remain confident and humble, create a positive work environment, follow up and follow through with strategies or ideas to achieve higher performance. Adebayo states that trust building with other employees and colleagues, volunteer for additional responsibilities, help other employees with tasks and projects, own project from start to finish, keep a positive attitude, show pride in your assigned tasks, avoid office gossips and politics, show commitment, be exceptional, and attract and manage great talent are necessity expected from employees of the Nigerian civil service. In addition to the above, availability of funds and vacancies are prime conditions that inform management or leadership to preference promotion on its top most or bottom scale in the Civil Service of Nigeria. This means that promotion is not a right but a privilege from management considered based on availability of funds, and the next higher vacancy position in the organization. Of course, when promotion is unartfully conducted without reference to the above considerations and most importantly hard work which will be regarded as merit-based, such promotion will be misconstrued as substandard, ill or politically motivated with low influence to motivate hard work and increase performance and productivity in the civil service of Nigeria. Ogbanga submits that civil service rule No. 020701 on promotion states that, senior employees on grade level 08 and above, having worked satisfactorily for a period of four (4) years and have written the mandatory civil service appraisal and promotion examination and pass, such employee should be promoted to the next higher level in the civil service. The same process goes to the junior civil servants on

grade level 04 – 06 whose appointments have been confirmed, work satisfactorily and had undergone appraisal and promotion interviews in the civil service [27].

### **Promotion as one of the Goal Setting Techniques in the Civil Service of Nigeria**

Consequently, Ogbanga went further to submit at a workshop on Goals Setting and Productivity in the Civil Service that;

goals setting, attainment, and productivity are achieved through provision of welfare packages such as enhanced salary, promotion, training, recognition and appreciation to motivate employees in the civil service. Though, promotion in the civil service is not automatic or right of the employees, it is a privilege if granted, will implant ownership and commitment in employees to increase their performance and productivity levels. Therefore, delay or absence of promotion demotivated employees and lowered ego, social status, and discouraged willingness and apt to succeed in the Nigerian civil service.

Accordingly, LawCareNigeria states that the Supreme Court in a case between Sylvester C. Nwoye v. Federal Airport Authority of Nigeria with suit No. SC.223/2012 dated, Friday 18<sup>th</sup> January, 2019 ruled that, promotion is a privilege and not a right. The implication is that when something is a privilege, you cannot complaint over it, if you are not privileged [28].

Batubo declares that not giving a right to promotion in the civil service despite unreserved commitment of employees to the ideals of the service, discouraged them as they see their years in service as “wasteful” and “disappointing”. This category of employees saw fog cover or blur landing in their careers (no growth) as they have remained stagnated on one grade level till retirement since merit-based promotion has been eroded in the Nigerian Civil Service. This scenario however goes against Nigerian Civil Service Rules No. 020706 on promotion, thereby making hardworking employees who eventually are due retirement to proceed grumblingly among themselves leaving a sad promotion story behind to the detriments of effective performance and higher productivity in the Nigerian Civil Service. Batubo further recalls that the federal government tried in 2013 to implement new promotion policy so as to give a legal backing to promotion, but the procedure could not fly due to politics and change in government to which, it has kept the initiative to remain a fuzzy till date. A situation of fuzzy procedure on promotion policy creates an appalling consequence for employees to lose morales and faith in their career [29].

Ugocha and Uzoho posit that those hardworking employees who really deserve promotion continue to sit out their potentials and lose their hypothetical dreams, skills, and interests. Quite possibly, politics and external influence may block promotion from achieving such a legal strength in the Nigerian civil service. Indeed, it is most detestable, unethical, and against the civil (public) service rules, and extant regulations to steer a system that enfeebled employees career growth because, it demotivated employees and caused low performance [30].

### **Analysis of the three Research Questions and Objectives in Relation to Promotion, Performance, and Productivity in the Nigerian Civil Service.**

#### **How does promotion affect employees’ performance in the Nigerian Civil Service?**

*(Objective 1: To examine how promotions have affected employee performance in the Nigerian Civil Service.)* One of the perennial issues in the Nigerian Civil Service is the link or lack thereof between performance and promotion. In a perfect world, however, promotions in themselves would be performance driven and reward diligence, creativity and productivity. Yet in practice the system is highly seniority-based and what influences (either) non-meritocratic considerations such as personal contacts, ethnicity awareness and political favors [31].

Many employees feel that they are not appreciated enough, which can cause them to become discouraged and unenthusiastic for work. Alabi and Adeniran further note that poor performance-based promotion system has killed the morale of majority of civil servants. Those who are successful in their jobs can spend years languishing at a particular



grade, while others who work inefficiently move up the ranks under an informal system of patronage. This is not only unfair and demoralising, it suppresses healthy competition and creativity among employees. Workers can become slackers over time, doing only what's required rather than striving for excellence, since it seems that performance barely matters in moving up the career ladder. According to Akinwale and George, when promotion is not based on performance or capability, it cannot motivate. Their conclusion: a promotional system that treats promotion as a privilege instead of an entitlement is unintentionally promoting inefficiency and mediocrity. Thus, investigating the impact of promotion on employees' performance in Nigerian Civil Service is very significant to know whether it would serve as a motivation or demotivation for workers [32].

## **2. How does promotion influence productivity in the Nigerian Civil Service?**

*(Objective 2: To ascertain how promotions have influenced productivity in the Nigerian Civil Service.)* Civil service productivity measures how effectively and efficiently the resources are used by their employees to meet organizational objectives. Promotion spurs employees to make extra efforts, because they know that hard work will be remunerative. Adeleke further argues that promotion in Nigerian Civil Service, which is generally slow and erratic, bears considerable negative impact on productivity. Lots of civil servants have been stuck on the same grade for ten or more years while they meet all criteria for promotion. This is not only demoralizing, but also reflects a complacency and at times sense of entitlement. Eneh and Uche posit that employees who feel unappreciated are likely to decrease their efforts, shirk responsibility, and sometimes display unconstructive work behaviours such as tardiness, absenteeism and non-chalant behaviour toward public service duties [33].

The cumulative effect is low productivity, inefficiency, and public dissatisfaction with government service delivery. Sad to note is that, the current system tends to reward longevity rather than competence. The emphasis on seniority, rather than merit, results in the promotion of employees who may not necessarily contribute significantly to institutional productivity. Consequently, the civil service becomes overburdened with personnel who occupy higher positions without corresponding performance capacity. If promotion were treated as a right based on measurable performance standards, employees would be more motivated to increase productivity, knowing that their efforts would lead to tangible career advancement. Therefore, it is crucial to ascertain the extent to which promotion practices in the Nigerian Civil Service influence productivity, whether positively or negatively, and to identify the policy reforms necessary to make promotion a performance-based right that enhances the overall efficiency of public institutions [34].

## **3. What are the effects of promotion on employees' performance in the Nigerian Civil Service?**

*(Objective 3: To find out the effects of promotion on employee performance in the Nigerian Civil Service.)* To employees, the power of promotion goes far beyond the extra money. If it is done in a fair and open way, it increases feeling of morale, altruism and belonging. On the other hand, when mishandled, it results in dissatisfaction and disloyalty to organizational goals. Okeke, says in Nigerian Civil Service promotion is viewed as a privilege and not as a right: Its impact on behavior and performance of the staff can be significant [35]. Civil servants who perceive promotion denials as unfair generally are less motivated, have lower job satisfaction and are less efficient. The absence of a transparent and fair promotion system, in addition to the previously mentioned factors, is accompanied by high levels of internal tensions, consequently cynicism towards managers and an all-round lack of confidence between employees and decision-makers. According to Okon and Akpan, where promotion is not linked to verifiable performance outputs, it becomes difficult to hold staff accountable for delivering results and consequently weakening the culture of excellence and professionalism necessary in the civil service. Empirical evidence from this study also suggest that: when promotion is well handled, it has a significant impact upon job satisfaction and enhanced performance. It however

remains more of a privilege than motivation as it is currently the situation in the Nigerian Civil Service. Arbitrating the right to promotion, by this I mean that the individual has a claim to moving up if they have demonstrated their performance and capacity to warrant it, would presumably lead to greater motivation for serving staff. Therefore, examining the influence of promotion on employees' performance is significant, because a fair and open system of promotion is capable of changing the Nigerian Civil Service from bureaucracy to result based and performance driven organization [36].

Some of the key problems of Nigeria's system of promotion: Some challenges that have surrounded the promotion process; job satisfaction, performance and productivity in Nigerian Civil Service according to Okon & Akpan ([30], p. 13) include the following: 1.

1. Delays and backlogs (promotion stagnation) There are numerous reports in the IPS about how many years a promotion takes to come, promotion remains scheduled for long run leading to grade stagnation which hampers motivation level of individual and blocks career growth. The results of this meta-analysis are in line with studies that have consistently observed the relationship between stagnation and decline in performance across a wide variety of industries [37].
2. Politicizations and patronage: Political interventions and patronism can result in distortion of committee decisions, with promotions tend to be awarded on the basis of connection rather than merit. Governance reports and academic work demonstrate how such practices erode institutional capacity [38].
3. Nepotism and regional/federal-character pressures: The federal character policy and local interests sometimes present challenges to merit-based promotions; managers may be inclined to cater to representational aspirations. Studies have noted that these pressures also can lead to a trade-off between political and merit-based appointees if not well managed [39].
4. Ineffective appraisal systems: When promotion is associated with the arbitration of an arbitrary, or biased system, actual performance is not rewarded. Here again, the improvement of objective assessment metrics (KPIs and external measurement) is a recommendation that comes back regularly [40].

Inadequate capacity for testing and certification: Promotion exams seek to institutionalize promotion across grades but incomplete preparation, absence of tuition support, unclear valuation for marking undermine its legitimacy. Official resources and training platforms are available but require scaling up and quality control [41].

#### 4. Conclusion

The research findings reveal that the non-transparency and inconsistent nature of promotion exercise have led to general unhappiness and feeling of frustration among majority civil servants in the Nigerian Civil Service. This is in part due to, employees see the system as unfair, unresponsive and politicized. This breeds suspicion in bureaucratic leadership and weakens the professionalism of the civil-service as an institution. There is now the possible that the competent will meet performance with nonchalance, and even as in my case, frustrate about looking for job outside public sector where your qualification is directly proportional to your earning. The study has shown that promotion is not a vertical ascendancy on an established order, but rather, a strategic tool for motivation and institutional development. "This is a way of telling someone, 'I value you as a person,'" says Hayes. A reasonable and transparent promotion mechanism will promote the employees' sense of identity, raise spirit and loyalty for the company to strive toward their goals. Contrastingly, Adeleke contends that when promotion is overdue, blocked and/or highly politicised the effects will be low morale, high intention to quit behaviour as well as general decline in performance. Thus the research concludes that promotion should not be considered as a favour bank, courtesy of bosses, but a right gained through (good, better) work. Key words: Performance, promotion and Nigerian

Civil Service PROMOTION AND SUSTAINABLE PERFORMANCE OF CIVIL SERVANTS IN NIGERIA(An Overview) Introduction The most potent factor in job satisfaction, performance sustainability and improved productivity relates to recognition of hard work with a view towards promptly promoting those who keep the flame of work aLite.

## 5. Recommendations

Recommendation in terms of promotion and performance To achieve the recommendations, the following conclusions are drawn. Based on the outcome an Conclusion of this study, Promotion practices and employee performance in Nigeria Civil Service was forwarded to Recommendations in order to strengthen promotion practices and enhance employee performance subsequently.

1. Promotion should be ONLY Based On MERIT; It Should Be Institutionalized As A Right: Promotion should become a right for the employees who satisfy certain well defined performance and qualification norms. The positions of political leadership and civil service are full-time jobs. It is time for them to stop seeing promotion as a discretionary favour. On the other hand, unambiguous and transparent criteria for promotion should be established and used in all ministries and departments equally to guarantee fairness, openness and equity.
2. Establish performance appraisal systems: A well-structured, impartial and efficient system for evaluating performance should be established in order to evaluate employee's contributions properly. Appointments and promotions should be merit-based, in terms of proven skills, results achieved, reliability, and the fewness of missed days at work. It would bring a better correspondence between personal performance and organizational goals and increase accountability.
3. Transparency and accountability with regard to promotion processes Promotion process must be completely transparent and verifiable. Promotional exams, interviews, performance evaluations should be organized under consistent protocols overseen by independent boards so as to avoid prejudice, cronyism and political meddling. Publication of criteria and results for promotion on a regular basis will help to build confidence and trust among employees.
4. Pre Service Training and Re Craning as Condition for Promotion: Promotion ought not to be automatic but it should come after pre manatory training and retraining that will equip staff with necessary skills, attitude and knowledge required to perform at levels specific. The Office of Head of Civil Service and concerned agencies are to develop Fora for continuous development which prepares staff with the requisite skills for higher responsibilities. This would ensure that promotions are not just on seniority, but also skill and productivity.
5. Prompt Application of Promotions: Employees who have waited for months while promotions are being decided and implemented, with all the concomitant delays, often feel thwarted by the process and their motivation is dimmed. As such, the government must expedite and approve promotions, plus their attendant monetary implications. Promotion in due time is direct reinforcement for good work and helps to maintain the motivation.
6. Review and Reform of Promotion Policy: There is an imperative to review the status quo on civil service promotion policy with a view to getting rid of bureaucratic obstacles, anomalies. A meritocracy, transparent and just promotion system, based on reforms and conforming to modern HRM practices should be built up.
7. The use of promotion too, for national development could only be related Since the civil service is a veritable tool of governance within any economy and therefore part of general strategy of public sector reform targeted at sustainable development programme. Motivated personnel are also the only ones that can deliver efficient and

innovative service that ultimately leads to good governance and national development when promoted in a fair way.

8. Implementation of Expectancy Theory in Promotion Management: In accordance with Victor Vroom's Expectancy theory, managers within the civil service should establish promotion policies that reinforce employees' expectation that effort will result in performance and performance will be followed by rewards. This connection between effort, reward and motivation will propel high morale and excellence within the public sector.
9. Reinforcing Ethical Leadership and Institutional Integrity: Civil service leadership should make ethical conduct its way of life with a view to discouraging external intervention while ensuring fairness in promotion decisions. The public service would become more efficient and credible if we make integrity a prerequisite in personnel management.

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