

**AN ASSESSMENT OF THE FACTORS AFFECTING EMPLOYEES`
PROMOTION IN ZANZIBAR GOVERNMENT ORGANIZATIONS: A CASE
OF THE MINISTRY OF SOCIAL WELFARE, YOUTH, WOMEN AND
CHILDREN DEVELOPMENT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2013

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: **Assessment of Factors Affecting Employees' Promotion in Zanzibar Government Organization: A Case of the Ministry of Social Welfare, Youth, Women and Children Development**: in partial fulfillment of the requirements for the degree of Master Degree in Human Resource Management.

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(Supervisor)

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DECLARATION

I, Haji Machano Haji do hereby declare that this dissertation is a result of my own original work, and has not been presented and will not be presented to any other University for a similar or any other degree award.

.....

Haji Machano Haji

.....

Date

DEDICATION

To my beloved mother Tumu who always wished me all the best in my studies and my whole life. To my beloved Wife Fatma and my son Ibrahim.

ACKNOWLEDGEMENT

This dissertation is a final result of a study conducted in the assessment of the factors affecting employees' promotion in Zanzibar Government Organizations, a case study of the Ministry of Social Welfare, Youth, Women and Children Development as a fulfillment for award of Master Degree in Human Resource Management. During the preparation of this dissertation, a number of people contributed in one way or another. So in fact, I am really much indebted for their assistance. However I will mention a few and feel sorry for those who will not be named due to a limited space in this document.

The prominent person who deserves my great thank is Dr. Salum Soud who was my supervisor in both research proposal and dissertation writing. Frankly speaking, he sacrificed to spend most of his time in giving me guidance, constructive contributions and encouragement. Another person who seemed to be interested in shaping my research proposal into presentable state is Mr. Said Shehe, a tutor of the Institute of Public Administration. My thanks also go to Mr. Hafidh Abdulrabi for his excellent assistance at the time of data analysis. I would like to give a word of thanks to Ms. Khuzymat Hamid for her great support in data collection. Last but not least I warmly thank the commissioner of Human Resource Planning, Ministry of Finance, Economy and Development Planning Mr. Seif Shaaban for his moral and financial assistance where he found I was stranded.

ABSTRACT

Employee promotion yet remains a critical issue in Zanzibar public organizations that is why several institutions were established at different periods for the purpose of putting into effect the government policies and directives related to employment and promotion. Therefore, this study aimed at assessing the factors affecting employees' promotion in Zanzibar Government Organizations specifically on Appraisal system, Scheme of Service, Institutional Financial Capacity and implementation of Promotion Policy using the case study of Ministry of Social Welfare, Youth, Women and Children Development. Methods used in this study entail purposive sampling for nomination of the departments' directors and chief planners, simple random sampling for selection of ministry' officers. Data were collected through interview guide for directors and chief planners while questionnaires for ordinary officers. Study findings revealed that 77.5 percent of the respondents do not implement performance appraisal system and 73.8 percent never perform scheme of service. The findings also disclosed 72.5 percent of the employees were not promoted. Also employees responded that their institution by 78.8 percent do not allocate fund for promotion purpose. While 85.0 percent respondents admitted the deficiency of Promotion Policy implementation. Conclusively there is lack of implementation of Performance Appraisal, Scheme of Services, and Budget Allocation of fund as well as Promotion Policy. It is recommended that provision of education, transparency and responsibility should be undertaken for appropriate implementation of Performance Appraisal System, Scheme of Service, Promotional Policy and Fund Allocation.

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LIST OF ABBREVIATIONS

GO	General Order
ILM	Institute of Leadership and Management
ILO	International Labor Organization
MOFEA	Ministry of Finance and Economic Affairs
MSWYWCD	Ministry of Social Welfare, Youth, Women and Children Development
PSMEP	Public Service Management and Employment Policy
RGZ	Revolutionary Government of Zanzibar
UK	United Kingdom
UKZN	University of Kwazulu Natal
USA	United State of America

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Worldwide the question of promotion is an important motivational tool as it can reduce employee's discontent, conflict and unrest. Promotion also increases the effectiveness of organizational employees through assignment of suitable positions. In USA and UK promotion is effectively undertaken through the base of seniority. (Bhattacharyya, 2002)

In developing countries, the employee promotion yet remains a critical issue that is why given essential priority and constitutionally right to employees. As in India, the Supreme Court has ruled that a government employee has a fundamental right to be considered for promotion and it is mandatory for the centre and states to carry out cadre view of eligible officers for promotion to the Indian service. (<http://www.indiaexpress.com>,14/11/ 2012)

In Zanzibar, several institutions have been established at different periods including the Civil Service Department that was working under the President Office-Chief Secretary (as stipulated in the Act of No.14, section 2(2) of Civil service Commission of 1986) for the purpose of putting into effect the government policies and directives related to employment, promotion and management matter in the civil service. The department also supervised administration of vacant posts, disciplinary actions against employees, employee retirement procedures, leaves, promotion, performance appraisal and production of interests and rights of workers and other related duties. (MOFEA, 2006).

The Zanzibar government has also enacted the Employment Act no.11 of 2005 to provide for statutory regulation of employment in public and private sectors (Civil Service Commission 1986)). Zanzibar General Order (GO) 1990 section 27 and section 46 to 53 was also established to providing organizational employers with obligation to promote and provide annual increment to their respective employees.

Public Service Act of 2011 was also formed to coordinating Civil Service Commissions, Judiciary service commission, House of Representatives Service Commission and Special department service commission. The service commissions have been given the power to approve promotion of employees in accordance with scheme of service and to recommend promotion to senior positions when such promotion or appointment not with mandate of principle secretary (Public Service Act, 2011).

Despite the fact that different government initiatives have been made by the government, still there are some challenges facing an implementation of employee promotion within government organizations. In this connection, the researcher has been interested in assessing the factors affecting the promotion of government employees in Zanzibar.

1.2 Statement of the Research Problem

In most developing countries, promotion has become a very emotional issue in workplaces. Most employees strive for recognition in the form of a promotion and the increase in salary, status and benefits related to such a promotion (<http://www.labourguide.co.za> 25/11/2012).

In Zanzibar, Poor personnel promotion practice is a challenge facing majority of workers in civil service which have special impact to improved performance and human resource at large. The 2001/2002 National Manpower survey conducted by the government had also identified that 75.9 percent of employees were not promoted for the last five years (basing on the year of survey) (RGZ 2004). The situation is more painful to professional and skilled personnel where the problem of employees' promotion has been spilling over to wastage of manpower, labour turnover and brain drain (Semboja, 2007).

In fact this situation is contributing to provide statistical or empirical evidence as the number of Tanzania who have migrated abroad and acquired foreign citizenship for the year 2002 – 2006 reached 5,717 people in including Zanzibaris distributed to the different countries. The study of employment and wage bill sponsored by World Bank also revealed that Zanzibar Civil Service 'lacking well articulated promotion system' (Semboja, 2007). Therefore, this study is attended to assess the factors affecting the employee promotion in the Zanzibar government organizations and suggest possible measures leading to implementation of employees' promotion.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective was to assess the factors affecting employee promotion in Zanzibar government organizations. A case study of the Ministry of Social Welfare, Youth, Women and Children Development

1.3.2 Specific Objectives

- (i) To examine how performance appraisal system enhances employees promotion
- (ii) To assess the implementation of the scheme of services in government organisations
- (iii) To examine institutional financial capacity and how it meets the promotion requirement in public organizations
- (iv) To assess the implementation of Promotional policy in the government organizations

1.4 Research Question

1.4.1 General Research Question

What are the factors affecting employee promotion in Zanzibar government organizations?

1.4.2 Specific Research Questions

- (i) To what extent does the performance appraisal system affect employee promotion?
- (ii) How does the scheme of service affect the employees' promotion in government organizations?
- (iii) How does institutional financial capacity affect employee promotion?
- (iv) What factors affect the implementation of Promotional Policy in the government organizations?

1.5 Significance of the Study

The findings of this study will help the decision makers and planners to understand the possible reasons leading to poor employees' promotion in Zanzibar Government institutions and suggest the possible solutions to improve its implementation. The findings and recommendations of this study will be the source and base of information to be used by the Zanzibar government organizations in planning and improving their promotion policy, rules and procedures so as to overcome the existing challenges facing effectiveness of the employees' promotion. The study will also help other academicians and researchers who are interested in this field to use the findings and recommendations obtained in this study for further researches.

1.6 The Scope of the Study

This study was conducted in Zanzibar Government Organizations, particularly focusing on the Ministry of Social welfare, Youth, Women and Children development (MSWYWCD). The samples of the study included the directors, chief planners and other staffs of the Ministry. A researcher visited all departments within the Ministry for the collection of the intended information based on the selected sample.

The Ministry is situated at urban district which is a headquarter of the Zanzibar Government where most of the key civil service institutions are found having more or less homogeneous characteristics. In this regard, the ministry was recommended to be a representative on behalf of the rest governments' ministries. Moreover, MSWYWCD is extremely reachable that facilitated respondents' accessibility to the

researcher hence reduced his transport costs taking into account the scarcity of resources.

1.7 Organization of the Study

The study was organized following an arrangement of the chapters. Chapter one consists of the introduction of the study containing background to the problem, statement of the problem and as well as the objectives, significance of the study, and the scope of the study. Chapter two describes the literature review that includes the theoretical literature review, conceptual definitions, empirical literature reviews, the research gap, theoretical framework and the conceptual framework of the study. Chapter three explains the research methodology that was used in data collection and analysis. Chapter four is discussing the presentation and analysis of data as collected from the field by using Statistical Package for Social Sciences and chapter five is comprised of summary, conclusion and recommendations as well as implication, limitation and delimitation of the findings.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature related to the research topic ‘an assessment the factors affecting employees’ promotion in Zanzibar public organizations’. This literature review is divided into four major parts, the theoretical point of view, empirical review theoretical framework and the conceptual framework.

There are various literatures which justify the need for a researcher to conduct a research on the assessment of the factors affecting promotion of government employee in Zanzibar public sectors. This chapter covers various thematic areas of the study which are categorized based on review from theoretical and empirical literatures. Theoretical reviews, includes Performance Appraisal as a base for employee’s promotion; McGregor’s theory X and theory Y, ILO Recommendations on the Right of Promotion, Promotion in Public Service Management and Employment Policy, Relation among Increment, Promotion and Merit rating. Others are Focus on Seniority on Promotion; Scheme of Service verses Employee Promotion, Impact of Hiring Through Promotion, Promotion vis-a-vis budget allocation and Statement of Promotion from Zanzibar General Order. While empirical literature review covers areas from Global, African and Tanzania that entail 2010 Survey of World at Work conducted electronically in USA, China Employees Retention Report, the Study of the Determinant of Employee Turnover, Right of Eligible Employees to be considered for promotion, Women Glass Ceiling in UK top jobs, San Francisco’s Employee Health Programme, Telecom Annual

Report in Namibia, Job Satisfaction Among Employees at the Public Health Institution in Western Cape, Staff Retention in African University. Others are Impact of Brain Drain Influenced by Poor Employee Promotion, Zanzibar National Manpower survey 2001/02, Views from Employment and Wage Bill Study in Revolutionary Government of Zanzibar (2007) and Research Gap.

2.2 Conceptual Definitions

Employee Promotion refers to upward movement of an employee from the present position to another, one with increased responsibilities, pay, status and prestige. (Venkatesh, 2006).

Merit Rating is the judgment of efficiency and capacity of an individual in the light of past experience. (Bhattacharyya, 2002). The term is linked with the study since the deserving employees are promoted after thorough assessment of employees' abilities and performance.

Organization is the group of people working together to attain common goal (Khanka, S. 2003). The term related with the topic in the sense that it is a focus of the exercise.

Performance Appraisal is the formal exercise in an organization with a view to evaluating the employees' performance in a documented form at periodic intervals (Bhattacharyya, 2002). Performance Appraisal has wider applicability in the context of evaluation of employees' vis-à-vis their characteristics, qualifications, traits, capabilities, and ability for the purpose of taking promotional decisions.

Promotional Policy is a policy of employee promotion shows how the organization views the career growth of its employees. It contains guidelines on how to manage

the process of moving staff to higher positions. This policy is usually a part of human resource manual. (<http://www.ehow.com> 23/12/2012). The promotional policy is importantly relates with this study as it signifies management commitment to recognize and reward excellent performance.

Scheme of Service is a career development path for an employee in his/her working life. It provides for a well-defined career structure, which will attract, motivate and facilitate retention of suitably qualified administrative personnel in the Civil Service. (<http://www.kilimo.go.ke> 29/04/2013). It is a base for personnel promotion. The term linked with the topic of the study as one among the common channel influencing employees being promoted from one category/grade of manpower to another.

Seniority refers to the relative length of service of employees. It may be determined in relation to age, occupation, department or organization of an employee. Basically, seniority implies skill formation through experiential learning. Seniority being quantifiable provides means of identifying the personal eligibility for promotion. (Bhattacharrya, 2002).

Wage Bill is the total amount of money that a company or organization pays to its employees. Wage bill is the major factor motivating organizational employees through articulated promotional system (<http://lexicon.ft.com> 23/11/2012).

2.3 Theoretical Literature Reviews

2.3.1 Performance Appraisal as a Base for Employee's Promotion

According to Venkatesh (2006), Information obtained from performance appraisal is used for internal staffing or promoting individuals and training. Most organizations

do believe in policy of promotion from within. Thus, the data obtained from the performance appraisal is highly beneficial. In most cases the appraisal is conducted by the employee's immediate managers, but for some management posts, the appraisal employed is called 360⁰ where a number of people (judges) involved including the manager's own staff and colleagues to assess an employee performance.

There are several reasons why appraisals are carried out in an organization. These include identifying employee's strength and weaknesses, enabling employees to improve their performance, provide basis for rewarding employees in relation to their contributions to the organization goals, motivate individuals, identify training and development needs, identify potential performance, and provide information for succession planning.

According to Gupta (2009), to appraise an employee job performance assists or prods managers to observe their subordinates more closely and to better job of coaching. This implies that managers are responsible for achieving results through monitoring i.e. identifies weakness of individuals and determine the training needs so that suitable training programme may be designed for their development. Based in interview as part of performance appraisal system towards personnel promotion, Cole (2002), states that a manager will be highly influenced by his/her understanding of the purpose of the interview. The interview is normally serve several purpose include, evaluating the subordinate recent performance, formulating job improvement plans, identifying problems and examining possible opportunities related to the job, improving communication between supervisors and subordinates,

providing feedback on job performance to the employees, providing rationale for salary review, identifying potential performance possibilities for promotion or transferring as well as identifying training and development needs.

2.3.2 McGregor's Theory X and Theory Y

McGregor (1960) argues that an evaluation programs are designed to provide more systematic control of the behaviour of subordinates, but also to control behaviour of superiors". McGregor through his theory X, assumes that people are unreliable, unable to take responsibility, lazy and therefore require close supervision and control. However, staff performance appraisal as a legitimate activity in formal organizations might have some difficulties concerning both the accuracy and fairness taking into account of the construction of the appraisal document, style in which the appraisal is approached and culture of the organization.

Some scholars have criticized Theory X and Theory Y. A question often posed is which theory (X or Y) is better. Most people believe that theory Y is desirable and productive but it is not a best approach for all situations. Theory X might be suitable in some crises situations but less appropriate in more routine and formalized situations. However, Theory Y, on other hand proposes that workers are always willing to make sensitive contributions to their organizations as long as they are properly managed, motivated and promoted.

2.3.3 ILO Recommendations on the Right of Promotion

In addressing ILO recommendations on Protecting Labour Rights of migrant workers it was declared that a worker has the right to know before leaving the home country the general conditions of work and life in the intended country of work, and the

employment opportunities which exist there. These rights among others include the right of promotion. The fact that a migrant worker may have been recruited for a particular job does not mean that he/she must remain in the same position regardless of experience, ability or conduct. They should be given the same opportunities for promotion as nationals of the country. (Semboja, 2007).

2.3.4 Promotion in the Public Service Management and Employment Policy

(PSMEP)

The Public Service Management and Employment Policy (1999), President Office, civil service department, Tanzania, addressed the issue of promotion among the problems and issues for consideration to the objective creation and development of strategies. As a problem, the policy state that “Promotions are based more on longevity of service than merit. Decision on who to promote is often based on more intuition and inscriptive criteria than Institutional development”. Under strategies for actions, the policy lined that “Promotion shall be obtained solely on merit through open competition for a vacant position. Competitions shall normally be open to both internal and external candidates. When considering an applicant a post at a higher level, the main criterion for selection shall be the applicant’s suitability for the job in question, as demonstrated by his or her qualifications, skills, experience and personal qualities. Selection for promotion shall be conducted in the same manner as for recruitment. (URT, 1999).

2.3.5 Relation among Increment, Promotion and Merit Rating

According to Pylee (1999). Increment and promotion are very often causes for industrial disputes. There is no law persecuting the methods or standards or

procedures to be allowed in matter of awarding increments and promotions. But industrial Tribunals and courts have laid down through various awards the basic principles to be followed. A scientific system of increments and promotions are essential in industry to promote harmony and understanding among workers. Increments and promotions depend on various factors such as quality of work, attitude, and degree of accuracy, adaptability, co-operation ability and wage scale. The methods should be such to instill confidence in the workers regarding the impartiality and fairness of the management.

In other words, Increment and promotion are intimately related to merit rating. Merit rating means job evaluation and valuation of the competency of the employees for particular jobs. These are essentially basis for grading an employee which in turn is the reasoning behind increments and promotions. Merit rating of employees should be done bi-annually or annually by the foreman and the department manager. Efficiency, initiative, accuracy, co-operation, dependability, appearance, attendance, loyalty, punctuality, leadership, attitude, and behaviour are important factors considered for assessing the merit of employees.

If an employee who has a clean record for many years is rated below average by the foreman, it can be normally suspected that there is some trouble between the foreman and the employee. In such cases the personnel manager should call for explanation from the foreman. If the merit rating is being done by two or three persons say the foreman, department manager and factory manager, each one should do it independently to ensure an unbiased rating (Pylee,1999:37)

2.3.6 Focus of Seniority on Promotion

There are certain general principles to be followed in the matter of promotions. Seniority of service should be respected. A senior man should be passed over when he is considered for promotion. Suitability of an employee for promotion depends on his present efficiency, past record with regard to conduct and ability, health at the time of promotion, period he has yet to serve before retirement and nature of job. (Pylee, 1999).

The Japan's concept of *Nenko Seiko* (i.e. promotion on the basis of age and length of service) and *Shike Seido* (i.e. status ranking) reflect nothing but seniority consideration in promotion decision. In the USA and in the UK seniority is the important factor of promotion. In India, seniority consideration in promotional decision has not received much cognizance from organizations until recently (Bhattacharyya 2002).

Seniority has great advantages as it creates job engagement, job satisfaction, encouragement and motivation for the long served employees consequently results performance improvement and high industrial productivity. It also curtails the conflict and embarrassment of placing young officers over the heads of older ones which may sometimes happen following none or poor seniority consideration in the organizations.

2.3.7 Scheme of Service versus Employee Promotion

Lack of scheme of service, mostly in African countries has also been discovered to affect employees' promotion. In this perspective, among others, the government of

Kenya was advised to open up the scheme of service to upgrade employees of low positions to the higher posts. For instance, secretaries who acquire professional qualifications has to move up the level of permanent secretary (Otieno, 2005).

2.3.8 Impact of Hiring through Promotion

It is an admitted fact that promotion is the function of the management and unless there is a case of victimization, the industrial Tribunal could not interfere with it. Whether a particular employee should be promoted from one grade to a higher grade depends not only on the length of services but also on his efficiencies and other qualifications and it is the management alone which is to decide the matter of promotions. (Pylee, 1999).

When there is a vacancy for a higher post, there is no doubt that promotion from within the organization according to a desirable policy offers distinct advantages over recruitment from outside sources. It may be both advisable and necessary to go outside the organization to find a suitable candidate in certain cases. It may be expedient to bring new blood. Ordinarily vacancies must be filled from among the existing employees as far as possible. Promotions from within the organization have the distinct advantage of a chain of promotions. When men are moved from the lower cadre to more complex and responsible positions, vacancies occur all along the line. In such a case, recruitment from outside will be necessary only to fill up lowest positions from which people have been moved upwards. Promotion from within is sometimes avoided by employers with an idea not to disturb the whole organization by affecting line promotions. Recruitment from outside involve the “breaking in” of

only one man whereas promotion from within may necessitate the “breaking in” of many. This no doubt, is a short sighted argument. Promotions from within foster better labour relations which means good-will, efficiency, and better turnover. (Pylee, 1999). Therefore, increments, merit rating, efficiency bar and promotions, taken together, form an integral part of personnel management. Personnel policy should be clear enough and each worker must feel that if he works hard and efficiently, goes up the ladder in rank and position. These in turn foster industrial relations. A good system of increments and promotions is one of the best incentives in industry (Pylee, 1999).

2.3.9 Promotion vis-à-vis Budget Allocation

Increasing organizational senior management capacity is being achieved by the appointment of people from lower level to middle management positions (promotion) parallel to provision of budget for a number of the newly positions (Shire of Northam 2009). According to Human Resource Strategy of Shire of Northam, 20009-2011, there is a significant gap in the organization between senior management and other staff in terms of skills, experience and pay. So in filling this gap, senior management is allowed more time to work in the strategic areas by appointment of lower level employees to middle management positions depending on availability of allocated funding for meritorious service documented through the performance appraisal system.

2.3.10 Statement of Promotion in Zanzibar General Order

The Revolutionary Government of Zanzibar through President’s Office Civil Service Department has established special regulations called “General Order” (GO) for

guiding the administration and management of civil service matters including employees' promotion initiatives. That is employees have the right to be appraised, promoted and enjoy annual increment. For instance section 24 and section 46 to 56 of G.O provide the obligation of the employer to promote and provide annual increment to the employees.

2.4 Empirical Literature Review

In this part, the literatures pertaining to promotion are being reviewed at the global, African and Tanzania perspectives as follows:

2.4.1 Global Perspective

2.4.1.1 Survey of World at Work in USA

Majority of global organizations employees are enthusiastic for promotion with high compensation rather than with low reward. The fact has been revealed in the 2012 survey of world at work conducted electronically in USA on the information gathering about current trend in promotion guidelines on compensation and benefits as follows: Out of 497 members invited in the word at work survey, 84 percent of organizations requested an increase of the employees pay grade, 73 percent of organizations demanded an addition of high level responsibilities and 33 percent asked for new titles (<http://www.worldatwork.org> 14/11/2012).

2.4.1.2 China Employees' Retention Report

From its Employee Retention Report, China has made salary increase to have been growing at about 9 percent a year and managers are getting promoted at much faster than other managers in Asia (<http://www.eurochajob.com> 18/11/ 2012). The report

underlines the promotion aspect on attention to put workers in positions where they will be of great value to companies and where they may derive increased personal satisfaction and income from their work.

2.4.1.3 The Study of the Determinant of Employees' Turnover

According to Weisberg (1990) on the study of determinants of employee turnover in Israel textile workers found that promoted and higher wages employees are less likely to leave the organizations than lower wage employees in a sample of nearly 500 workers. Paul and Harcourt (2000) in their study had also shown that higher paid employees at the Newsland bank were less likely to resign than the lower paid employees. To that point of view, such result may be only for developed countries like that of Israel and News land. The reason behind that the payments for higher wages employees are better making them to be well satisfied with it. They feel the payment equitable and cover both basic and psychological needs (the theory of Abraham Maslow hierarchy of needs). However in most developing countries public organizations have got poor remunerations for both lower and higher performers. That is why the experienced workers move to the private sectors or engaged in corrupt activities.

2.4.1.4 The Right of Eligible Employees to be considered for Promotion

Employee Promotion is an essential element for any employment of public and private institutions and it is emphasized in the legislations of the most of Asian countries including India as the prominent priority and exclusive right for working people in their respective workstations as stipulated in equality of opportunity in

matter of public employment of the Indian constitution: The right of eligible employee to be considered for promotion is virtually apart of their fundamental right guaranteed under Article 6 on equality of opportunity in matter of public employment of the Indian constitution.(<http://www.Indianexpress.com> 14/11/2012).

2.4.1.5 Women Glass Ceiling in UK Top Jobs

Gender discrimination still has great impact on Employee Promotion in certain parts of the world. Women forming a particular group in the society are in many situations discriminated against, not because as individuals they are incapable of living up to the demands placed against them by leadership positions, but simply because they happen to be women. Frankly speaking, most of women are aspiring to senior management positions but they believe the glass ceiling to career progression still exist according to a report by a leading UK Management Organization (Graham, S 2012).

According to Graham, S (2012) the survey of 3000 members of the institute of Leadership and Management (ILM) found 73 percent of female respondents felt barrier still existed for women seeking senior management and board-level positions in the UK, just 38 percent of men believed there is glass ceiling to approach the top jobs. From the findings, men continue to dominate the upper occupational categories despite the fact that women, particularly in urban contexts have the same educational qualifications as their male counterparts. Therefore, overlooking women for promotion means limiting its employment options instead of broadening them. Also, women have strengths, which are source of power to most workers, to add diversity as well as competitive value to an enterprise.

2.4.1.6 San Francisco's Employee Health Programme

Few city departments in the San Francisco allocate funding in their budget for employee promotion programme. The city departments that do allocate funding for employee health programme generally allocate a small amount (Board of Supervisors 2012).

By June 30, 2007 a mayor of San Francisco instructed on incorporation of employee health and safety programme into department's mission statement and strategic plans (which is the highest level at which a department senior management can sponsor employee health programme). Following that, a survey conducted by the analyst on the city department programmes to promote employee health resulting 13 out of 22 city departments responding to the Budget Analyst's Survey reported to have a total financial year 2007 – 2008 funding of \$814577 for employee health programmes. About 11 of the 13 departments reported having small amount of funding to pay programmes costs or partial funding of department positions (Board of Supervisors 2012).

2.4.2 African Perspective

2.4.2.1 The Annual Report in Namibia

According to the annual report conducted in Namibia in 2005/ 2006 a total of 36 permanent employees were recruited and 35 employees were internally promoted in the field of Telecommunication, Electronic Engineering, Information Technology and Internet Protocol resulting in total placement of 71 employees. (<http://www.telecom.na.16/11/2012>) This report exhibits that top management gave

the approval to the promotion policy which incorporates significant parameters for both employees' growth and employee retention. With this evidence, Promotion becomes a Human Resource Management issue which is being concentrated currently with great attention in African countries and the world at large.

2.4.2.2 Job Satisfactions at the Public Health Institution in Western Cape

According to Luddy, N (2005) on the research of job satisfaction among employee at the public health institution in Western Cape found that the most satisfied employees with their co-workers (Mean=37.73) followed by nature of work (Mean=36.36) and the supervision they receive (Mean= 30.69) They are however less satisfied with promotional opportunities (Mean=12.76); and least satisfied with pay they receive (Mean=11.96); This shows there is narrow promotional opportunities in the Public Health Institution in Western Cape, South Africa which, among other factors, contributes to job dissatisfaction that lead to poor performance, low productivity, and out migration of professional and skilled personnel to foreign countries looking for good earnings.

2.4.2.3 Staff Retention in African University

According to Tetty, W (2006) on the study made by University of Kwazulu Natal about the Promotion decision of teaching Professional based on recognition and rewarding of teaching: Few respondents complained that under grade teaching is their primary objective; it keeps UKZN running financially; yet academics are not rewarded sufficiently for this. At the UKZN Medical School, over 81% of respondents said that even though their job requires a lot of service work, with little

time for research, that fact did not seem to be taken into account, thereby disadvantaging them when it comes to promotion. It is instructive to note that while a majority of respondents below the rank of senior lecturers tend to think the criteria for promotion are not reasonable, most of those at professorial levels thought otherwise (i.e. leave the university).

Generally, academic staff complained about the inordinate bureaucratic red-tape that tends to surround promotion and appointment processes, without enough attention given to guiding them through this maze. Many respondents at UKZN felt that the Heads of Schools themselves did not know the criteria and procedures and that they misinformed applicants. Nevertheless, there seemed to be a general view that the criteria were clear and evenly applied. Allegations of favoritism were, however, leveled against some heads of department/school, which were thought to wield too much power regarding promotions.

Evidently the University of Kwazulu Natal seems to lack Promotion Policy. So as to harmonize the aforementioned problem, the management of University of Kwazulu Natal should adopt Promotional policy that must contain, among others, promotion policy statement; decision on the base of promotion focused on whether performance appraisal or confidential record or otherwise; preparation of employees advancement through provision of some training, communicate with policy and detailed personnel and record keeping. The commitment on appropriate implementation of the adopted policy might for some extent reduce the predicament facing the University staff.

2.4.3 Tanzania Perspective

2.4.3.1 Impact of Brain Drain Influenced by Poor employee Promotion

In justifying the situation and impact of brain drain as among the pre-requisite of poor employee's promotion in Tanzania and Zanzibar, a background paper on migration, remittance and development by (Semboja, 2007) gives more details. Statistics shows that the number of Tanzania who acquired foreign citizenship for the year 2002 – 2006 reached 5,717 people in including Zanzibaris distributed to the different countries mainly Canada, USA, Europe and middle East as professional, political and economic refugees. Some of them have good educational background but some are not well educated and others have no skill. Major purpose for Tanzanians who migrated into foreign countries is in search of employment and better living conditions.

Most of the Tanzania skilled migrants have been moving to South Africa, Botswana, Namibia, Angola and Middle East countries. These skilled personnel are such as medical doctors, teachers, engineers and social scientists. However on average migrant workers from Tanzania to Middle East countries is semi skilled and involve themselves as cargo handlers, mechanics, drivers, clerk's hospital and hotel workers (Semboja, 2007). It is noted that many people in Zanzibar do migrate abroad specifically for professional employment and income generating advancement (Semboja, 2007). Majority of Zanzibar do migrate to the countries such as middle and Far East, Europe, North America as well as the rest of Africa. Migration abroad has negative impact in causing wastage of productive manpower, skilled manpower, and wastage of fund that government spent in training them etc, (Semboja, 2007).

2.4.3.2 Zanzibar National Manpower Survey 2001/02

The survey report which is so far the last to be conducted in Zanzibar stipulated that about 75.9 percent out of 10438 workers in Zanzibar Civil Service are not promoted lead to a number of negativities including turnover and brain drain. This leads into difficult to differentiate between newcomer in employment and old experienced officers let's say of twenty (20) years in services based on their remuneration level, categories of manpower provided that they are in the same qualifications.

2.4.3.3 View from Employment and Wage Bill Study in Zanzibar Government

The comprehensive review on public sector employment and wages bill issues in Zanzibar Government which was conducted through World Bank support (DAI Consultancy, 2007), show that Zanzibar Civil Service lacked well articulated promotion system. This literature indicates clearly that there are some factors that inhibit effective implementation of employee promotions, including lack of budget for promotion, which needs special attention to improve the situation.

2.5 The Research Gap

Generally, all of the descriptions from theoretical and empirical review justified the need and significance of promotion being practiced for achieving quality effective performance. Both above reviews give detailed knowledge and description on the meaning of promotion, how is implemented, relationship between promotion and various related elements such as performance appraisal, scheme of service, organization ability to pay, promotion policy. Others include seniority, recruitment, brain drain, job satisfaction, and the like. Information obtained from performance

appraisal is used for internal staffing or promoting individuals (Venkatesh 2006). Extra data received from the parameters within this context above, besides performance management appraisal, can be a base of promotional decisions. ILO has recommended on rights of employee including the right of promotion; Public Service Management and Employment Policy (PSMEP) has addressed promotion as among the problem facing Tanzania employees. Taking for example Pylee (1999) insisted that “a good system of promotion is one of the best incentives in organization”.

At the same time Zanzibar national manpower survey 2001/02 has addressed on the level of poor personnel promotion which lead to various difficulties; Semboja (2007) shows how local personnel migrated to other countries due to among others inadequate working environment causing wastage of skilled personnel. However, there is no clear statement/ information describing factors affecting employees’ promotion in the Zanzibar Government organizations. It is therefore a researcher feels that there are gaps which need special attention to improve the situation. This research focused on addressing these gaps.

2.6 Conceptual Framework

Figure 2.1 is the Conceptual Framework made of Independent Variables i.e. Performance Appraisal, Scheme of Service, Budget Allocation and Promotional Policy together with Dependent Variable which is the Employee Promotion.

2.7 Theoretical Framework

The researcher will use the framework (figure 2.1) which enables effective employment of case study designed as well as qualitative and quantitative research

approaches. The framework consists of two variables that are independent variables (performance appraisal, scheme of the service, institutional financial capacity and promotional policy) and the dependent variable (employees' promotion).

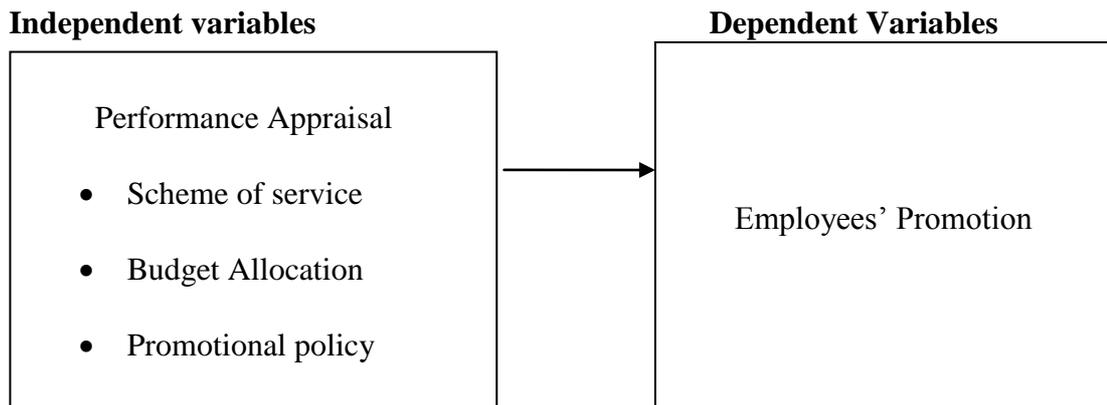


Figure 2.1: Conceptual Framework

Source: Researcher of the Study

In this regard; independent variables are manipulated to cause or to influence promotion outcomes. On other hand, the dependent variables are the intended aims of the study which is expected to result from the exposure of the independent variables. As exposure varies, results may differ, allowing effectiveness to be measured.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Kothari (2004) defined a research methodology as a way to systematically solve the research problem. This chapter presents the research methodology loaded with research design, area of the study, population of study, sample size, sampling procedures, data collection methods as well as data processing and analysis. The validity and reliability of data were also discussed in this chapter.

3.2 Research Design

A research design is a logical and systematic plan prepared for directing a research study. It constitutes the blue print for the collection, measurement and analysis of data (Krishnaswami and Ranganatham, 2007). Research design is a conceptual structure within which research is conducted and it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004).

According to Punch (2005), the case study is good for a thorough study of the problem hence provides comprehensive and in-depth information of it. Punch, (2005:144) argues that “the case study aims at understanding the case in-depth, and in its natural setting, recognizing its complexity and its context”. Adam and Kamuzora, (2008) argues that a case study helps a researcher to get an in-depth, contextual analysis, flexibility in data collection methods and again saving of time and money. This study therefore adopted a case study design because of its viability and flexibility in terms of data collection and methods of analysis. This design

enabled a researcher to discover as much as possible provision of useful insight and depth understanding about factors effecting employees' promotion at Ministry of Social welfare, Youth, Women and Children Development.

3.3 Area of the Study

The area of the study was urban district of Zanzibar. In Zanzibar there are five regions, each region composed of two districts. Urban District is a part of urban west region located at Unguja side of Zanzibar islands. The district is bounded with west district in its north, south and west. It is located along the coast of Indian Ocean at its eastern side. This district is the head quarter of the Zanzibar Government where most of the civil service institutions are located. In other words majority of workers are engaged in these institutions.

3.4 Population of the Study

The Ministry of Social Welfare, Youth, Women and Children Development have a population of 301 people. Within the population, the sample involving Directors, Chief Planners and other Ministry Officers was drawn. Employees including messengers, cleaners, and security guards were not taken into account in this study.

3.5 Sampling Design and Procedure

When dealing with people, it is defined as a set of respondents (people) selected from a larger population for the purpose of a survey. Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in entire group (Orodho and Kombo, 2002).

3.5.1 Sample Size

Sample size refers to the exact number of items selected from a population to constitute a sample. The sample size was 130 respondents expected to be covered. Out of which 5 respondents were directors of the ministerial departments, 5 respondents were chief planners from the respective departments and 120 respondents were ministry's officers drawn from the ministry at large. The distribution of the respondents is as shown in the Table 3.1.

Table 3.1: A Sample Distribution of Respondents

S/N	Categories of respondents	Number of respondents	Percentage (%)
1	Directors of different Departments	5	3.85
2	Chief Planners	5	3.85
3	Ministry's Officers	120	92.30
	Total	130	100

Source: Ministry of Social Welfare, Youth, Women and Children Development, 2013

3.5.2 Sampling Procedures

The purposive sampling and random sampling procedures were preferably applied in this study to selecting respondents as hereby explained.

3.5.2.1 Purposive Sampling

Purposive sampling employed to select directors and chief planners. Purposive sampling is the judgmental sampling in which the researcher chooses only those elements which he believe will be able to deliver the required data (Kamuzora, 2008).

3.5.2.2 Simple Random Sampling

Simple random sampling technique was used to sample out ministry's officers. Simple random sampling is a probability sampling where all members in the population have equal chance of being selected to form a sample. (Kamuzora, 2008).

3.6 Data Collection Method

As the study was designed to assess the factors affecting employee promotion in Zanzibar public organizations, both primary and secondary data were collected.

3.6.1 Primary Data Collection

Primary data refers to the first hand information obtained directly from the field (Salant and Dilman, 1994). The primary data was obtained through field study which involved questionnaires and interview guide.

3.6.2 Secondary Data Collection

Secondary data refers to second hand information or information obtained from different documents (Salant and Dillman, 1994). This type of information collected from different sources including; various circulars, polices, minutes, reports and office documents.

3.7 Data Collection Tools

3.7.1 Interview Method

This method is a face to face conversation between the interviewer (researcher) and interviewees based on structured and unstructured questions which were aimed at gathering information from the particular respondents of the ministry i.e. department directors, and chief planners.

3.7.2 Questionnaire

During the survey, closed ended questionnaires were distributed to collect information from the selected ministry officers. The dully filled questionnaires under the researcher's assistance were then collected for further processing.

3.8 Reliability and Validity of Data

3.8.1 Validity

Validity is the state of being effective because something is made or done with correct formalities or having well based argument or reasons (Hornby, 1978). Validity in this research was achieved through proper identification of research problem, building a theoretical perspective on the various promotion programmes as well as using secondary information to guide the research processes.

3.8.2 Reliability

Patton (1990) argues that reliability refers to the consistency with which repeated measures produce the same results across time and across observers. Reliability refers to how consistent a research procedure or instrument is (Enon, 1995). Bryman (200) states that, reliability concerns with the question of whether the results of study are repeatable. Therefore reliability implies stability or dependability of an instrument or procedure in order to obtain information. Therefore the stability and equivalence aspects of reliability of this research study was achieved or increased by carefully replicating the research methods that have been in other similar studies and test them before implementing the research process.

3.9 Data Processing and Analysis

3.9.1 Data Processing

The data collected from the field and edited to detect errors, omissions and ensured that the data were accurate and complete. Then, the data were coded for efficient analysis as well as classified with common characteristics.

3.9.2 Data Analysis

Data Analysis refers to computation of certain measures along with searching relationship patterns existing among data groups (Kothari, 2004) and Veal (1997) explains that, data analysis is done to sort and evaluate gathered information in relation to posed questions and identified concepts. Thus data in this study were analyzed by using Statistical Package for Social Sciences (SPSS) Version 16.0 and Microsoft excel so as to increase accuracy as well as save time for the researcher. Qualitative data that obtained from the interview and questionnaires were coded before carrying out statistical analysis. Then, the coded data were tabulated by counting the number of cases falling in different categories of variables. The data were processed to get frequencies and percentages that were used for inferences. Table and graphs together with description were used to present some data that collected in the field. The study findings were presented in numerical figures, percentages and summarized in tabular form and charts.

CHAPTER FOUR

4.0 DATA PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter concerned with presentation and data analysis as collected from the field. It was guided by fundamental questions asked to respective respondents according to objectives and research questions with focus to assess the factors affecting employees' promotion in government organizations. The chapter is made up of introduction having distribution of respondent by sex and education. The chapter is also embedded with the analysis of performance appraisal, scheme of service, institutional financial capacity and promotion policy in relation to employees' promotion. The major tools used here include tables, figures, and percentage.

4.2 Profile of the Respondents

The profile of respondents involved three categories: Ministry's Officers, Department Directors and Chief Planners from the Ministry of Social Welfare, Youth, Women and Children Development. The whole study involved 90 (69.2%) respondents interviewed out of the 130 respondents expected before data collection, however in the course of data collection, 40(30.8%) of the ministry officers did not return the questionnaires due to the reasons such as they went on leave, joined universities or just a negligence. During data analysis, the available 90(100%) total respondents from all categories [80(88.8%) ministry's officers, 5(5.6%) directors and 5(5.6%) chief planners] were analyzed separately to get realistic information from each category as elaborated below:

4.2.1 Category of Ministry's Officers

The respondents of this category were totaling 80 equivalents to 100 percent from different departments whereby 27 (33.75%) were male and 53 (66.25%) females. This implies that responses from different departments enabled the researcher to obtain different employees' perspectives from different departments concerning the employees' promotion in public sector.

4.2.2 Category of Directors

There were 5 total respondents' equals to 100 percent, each respondent drawn from a single department among the Departments of Social welfare, Department of Youth Development, Department of Women and Children, Department of planning, Policy and Research, Department of Administration and Personnel. This category consisted of 3 (60%) females and 2 (40%) males.

4.2.3 Category of Chief Planners

The category comprised of five (100%) respondents of whom 3(60%) were females and 2 (40 %) males. Each planner was selected from the respective department under the ministry. The table 4.1 indicates distribution of Respondents by their Categories:

Generally, the profiles of the above mentioned categories involved high number of females as compared to male respondents probably due to the nature of the work done or the employment policy of the organization where females have more priority than males. Likewise, the exposed sex status of respondents might help the researcher getting a picture on the impact of sex in relation to promotion in the organization.

Table 4.1: Distribution of Respondents by Categories

Categories	Respondents		Total
	Male	Female	
Ministry's officers	27 33.75%	53 66.25%	80 100%
Chief planners	2 40.0%	3 60.0%	5 100%
Directors	2 40.0%	3 60.0%	5 100%
Total	31 34.4%	59 65.6%	90 100%

Source: Field Data

4.3 Profile of Respondents in View of their Education Level

Respondents of all three above mentioned categories have been also analyzed to get the true picture of the respondents in view with their education level as follow:

Ministry's officers Category had a total number of 80 respondents equivalents to 100 percent whereby 38(47.5%) of them were secondary school employees, 34(42.5%) undergraduates and 8(10.0%) postgraduates. In case of Category of Directors, out of 5(100%) total respondents, 2(40%) had postgraduate level of education, 2(40%) were undergraduate holders and 1(20%) was a secondary school employee. Chief planers were 5(100%) respondents in totality, whereby 4(80%) respondents were undergraduates, 1(20%) postgraduate and no secondary school employee was detected. The table 4.2 illustrates the fact.

The implication of these findings revealed that the Ministry of Social Welfare has poor qualified and experienced staffs. The researcher observed that there are a small number of staffs with higher academic qualifications at Postgraduate levels compared with undergraduate and secondary level of education to reflecting

requirement of the organization's capacity development through training program in facilitating employee promotion initiative.

Table 4.2: Distribution of Respondents' Categories by Education Level

Categories of Respondents	Secondary Level of Education	Undergraduate Level of Education	Postgraduate Level of Education	Total
Ministry's officers	38 47.5%	34 42.5%	8 10.0%	80 100%
Chief planners	0 0%	4 80.0%	1 20.0%	5 100%
Directors	1 20.0%	2 40.0%	2 40.0%	5 100%
Total	39 43.3%	40 44.5%	11 12.2%	90 100%

Source: Field Data

4.4 Responses of Ministry Officers' Category

4.4.1 Objective One: Concept of Performance Appraisal

This part addresses the first objective of the study which was to examine how the Performance Appraisal system enhances employee promotion. The question was asked to the Ministry's officers at what extent the Performance Appraisal affects employee promotion. This question was analyzed by considering the Level of Awareness, Conduct of Performance Appraisal System and Reasons for not conducting Performance Appraisal.

4.4.1.1 Level of Awareness

Table 4.3: shows that out of 80 (100%) total respondents (Ministry's Officers) 44 respondents equivalent to 55 percent said they did not understand the concept of

performance appraisal while 36 accounting for 45.0 percent respondents understood the concept. This implies that majority of the employees were not aware of the concept of performance appraisal in the organization which is very important step towards adoption of employees promotion through performance information obtained from individual employees.

Table 4.3: Understanding of Concept Performance Appraisal by Respondents

The concept of performance Appraisal	Frequency	Percent	Valid Percent	Cumulative Percent
The concept understood	36	45.0	45.0	45.0
The concept not understood	44	55.0	55.0	100.0
Total	80	100.0	100.0	

Source: Field Data

4.4.1.2 Conduct of Performance Appraisal in Organization

As shown in table 4.4 out of 80(100%) total respondents from the visited institution, 62 with 77.5 percent said that implementation of the system was not done while 18 of them with 22.5 percent responded that the appraisal system was conducted. This implies performance appraisal system is not implemented in the organization leading to lack of important information necessary for different human resource activities including capacity development, recruitment and largely promotion. The author Venkatesh (2006) also underpins that Information obtained from performance appraisal is used for internal staffing or promoting individuals. So performance appraisal has to be implemented in the organization as a compulsory step towards promotion imitative.

Table 4.4: Conduct of Performance Appraisal in Organization

Status of Performance Appraisal	Frequency	Percent	Valid Percent	Cumulative Percent
Performance appraisal Conducted	18	22.5	22.5	22.5
Performance Appraisal not conducted	62	77.5	77.5	100.0
Total	80	100.0	100.0	

Source: Field Data

On the question “For what reasons the performance appraisal system was not conducted?” The responses were: out of 62(100%) total respondents who said the performance appraisal was not conducted, 29(46.8%) agreed that was due to “Not Given Priority” being the highest option, 20(32.3%) staff responded to “Insufficiency of fund” become the second option. The third and the fourth options were ‘lack of its knowledge’ and ‘lack of management commitment’ responded by 10(16.1%) and 3(4.8%) employees respectively. The leading reason for the performance appraisal system to be not conducted was not given priority probably due to management irresponsibility toward implementation of employees’ promotion. Table 4.5 justifies the evidence.

Table 4.5: Reasons for not Conducting Performance Appraisal

Reasons	Frequency	Percent	Valid Percent	Cumulative Percent
Not Given Priority	29	46.8	46.8	46.8
insufficiency of fund	20	32.3	32.3	79.0
Lack of its Knowledge	10	16.1	16.1	95.2
Lack of Management Commitment	3	4.8	4.8	100.0
Total	62	100.0	100.0	

Source: Field Data

4.4.2 Objective Two: Status of Scheme of Service in an Organization

This part explains the second objective of the study which was to assess the implementation of the scheme of service in government's organizations. The question asked to the ministry' officer was on how the scheme of service affect employees' promotion in government organization. This question was analyzed by considering level of awareness, existence of the scheme of service, types of promotion, Number of Personnel Promoted Based on Scheme of Service, Numbers of Respondents promoted by sex, Number of Respondent promoted by Education level and Reasons for not promoting Employees.

4.4.2.1 Level of Awareness on Scheme of Service

Out of 80 respondents, 51 representing 63.8 percent responded that they did not know the term scheme of service and 29 respondents with 36.2 percent said they understood it as observed in the table 4.6. The responses obtained illustrate the presence of lower level of awareness on scheme of service by most of the staff in the institution.

Table 4.6: Understanding the term scheme of service

The term Scheme of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Understood the Term	29	36.2	36.2	36.2
Not understood the term	51	63.8	63.8	100.0
Total	80	100.0	100.0	

Source: Field Data

4.4.2.2 Existence of Scheme of Service

As in table 4.7 the staff responses on whether the scheme of service exists or not in the organization were: out of 80 total respondents, 59 employees representing 73.8 percent said the scheme of service did not exist whereas 21 accounting for 26.2 percent explained the scheme of service was available. It has also been investigated that lack of implementation of Scheme of service signifying that employees are not promoted in term of moving from lower position to higher position parallel to increased pay. Labour turnover, brain drain lack of capacity building and poor productivity are highly associated with the absence of the scheme of services in the Zanzibar organizations.

The researcher's observation is supported by Otieno S. (2005) who expressed Lacking of scheme of service effect employees' promotion mostly in African countries by informing that the government of Kenya was advised to open up the scheme of service to upgrade employees of low positions to the higher posts. For instance, secretaries who acquire professional qualifications have to move up the level of permanent secretary.

Table 4.7: Existence of Scheme of Service

Status Of Scheme Of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Scheme of Service existed	21	26.2	26.2	26.2
Scheme of Service not existed	59	73.8	73.8	100.0
Total	80	100.0	100.0	

Source: Field Data

As observed in table 4.8 about the responses on the types of promotion existing in the organization, out of 80 respondents, 43(53.8%) respondents answered that there was ‘none’ of the types existing in organization, 19(23.8%) mentioned the presence of ‘seniority’ type, 12(15.0) agreed on the existence of ‘quota’ system and 6(7.5%) respondents said ‘merit rating’ type was present. The results show that majority of employees said none of the promotion types found in the organization. This implies that there is a need for management of Zanzibar Government institutions to institutionalize any type of promotion preferably seniority.

Table 4.8: Types of Promotion Exist in Organization

Types of Promotion	Frequency	Percent	Valid Percent	Cumulative Percent
Seniority	19	23.8	23.8	46.2
Merit Rating	6	7.5	7.5	22.5
Quota System	12	15.0	15.0	15.0
None	43	53.8	53.8	100.0
Total	80	100.0	100.0	

Source: Field Data

4.4.2.3 Number of Personnel Promoted Based on Scheme of Service

In response from the question asked “Have you ever been promoted in your working life” the following answers were made as in Table 4.9 that indicates: out of the 80 total respondents, 58 equivalents to 72.5 percent did not enjoy the right of being promoted against 22 with 27.5 percent who enjoyed that opportunity. This mirrors that large number of personnel are not offered promotion in the organization. The

phenomenon may result employees' job dissatisfaction, labour turnover and low productivity.

Luddy, N (2005) also detected this connotation as he cited through Public Health Institution in Western Cape, South Africa that narrow promotional opportunities among other factors, contribute to job dissatisfaction that lead to poor performance, low productivity, and out migration of professional and skilled personnel to foreign countries looking for good earnings.

Table 4. 9: Number of Personnel Promoted Based on Scheme of Service

Promotion Status	Frequency	Percent	Valid Percent	Cumulative Percent
Promoted	22	27.5	27.5	27.5
Not promoted	58	72.5	72.5	100.0
Total	80	100.0	100.0	

Source: Field Data

In Figure 4.2, Out of 53 female, 37(69.8%) said they were not given promotion against 16(30.2%) who said they enjoy the promotion. Among 27 male, 21(77.8%) were never promoted while 6(22.2%) admitted to be promoted. This implies that most of staff particularly male failed to enjoy promotion opportunities than female.

This is against the findings of Graham S (2012) who reported that men continue to dominate the upper occupational categories despite the fact that women, particularly in urban contexts have the same educational qualifications as their male counterparts. Therefore, overlooking women for promotion means limiting their employment options instead of broadening them.

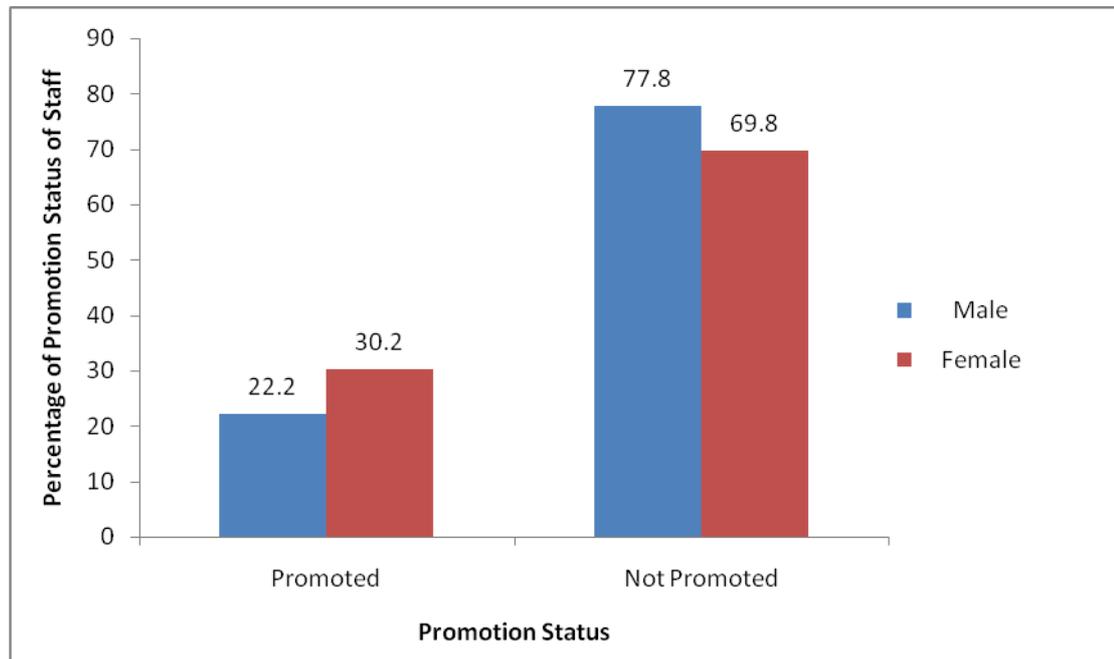


Figure 4.1: Numbers of Respondents Promoted by Sex

Source: Field Data

In comparison of education level, as shown in Figure 4.3, out of 38 employees with secondary level, 27(71.1%) employees were not promoted against 11(28.9%) promoted. Among 34 undergraduate staff, 26(76.5%) missed promotion opportunity while 8(23.5%) given promotion. The postgraduate constitute 8 members in which 5(62.5%) personnel not promoted leaving behind 3(37.5%) granted promotion. The findings exhibit that undergraduate and secondary school employees are the least promoted group compared to the postgraduates. This implies that the degree of promotion is determined by educational qualification as the more an employee educated stands better chance of being promoted. This is supported by URT (1999), through Public service and Employment Policy, by saying that in considering an applicant a post at a higher level, the main criterion for selection shall be the applicant's suitability for the job in question, as demonstrated by his or her

qualifications, skills, experience and personal qualities. Selection for promotion shall be conducted in the same manner as for recruitment.

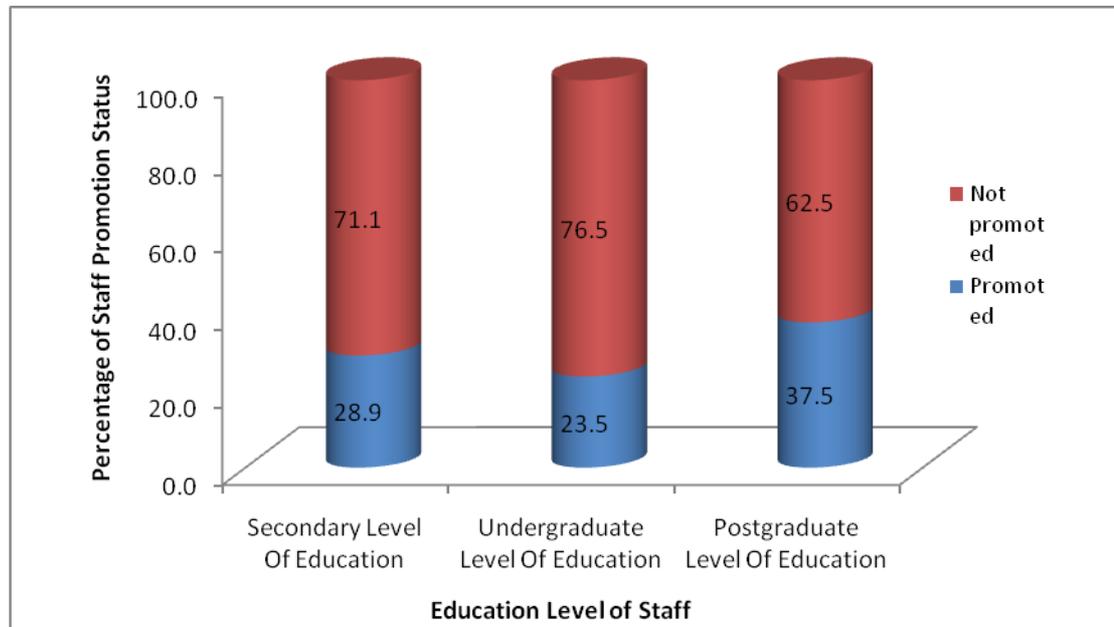


Figure 4.2: Numbers of Respondents Promoted by Education Level

Source: Field Data

The responses for the reasons on why the employees were not promoted being: out of 58(100%) total respondents not promoted, 36 respondents with 62.1 percent were the highest for selecting the option “lack of promotional system in the organization”, 15 respondents with 25.9 percent chosen “poor awareness in promotion follow up” as the second leading reasons for the inadequacy. The lowest responses were for the options of “the management offering promotion in biased bases” and “not achieved the promotion standard” selected by 4 and 3 respondents with 6.9 percent and 5.1 percent respectively as presented in the table 4.10. This implies that the major factors resisting promotion of staff in public service among others include lack of promotion system and poor awareness of promotion follow up in the sense that organization is not committed and irresponsible to ensure personnel are promoted.

Table 4.10: Reasons for not promoting Employees

Reasons	Frequency	Percent	Valid Percent	Cumulative Percent
Not Achieved The Promotion Standard	3	5.1	5.2	5.2
The Management Offering Promotion in Biased Basis	4	6.9	6.9	12.1
Poor Awareness In Promotion Follow up	15	25.9	25.9	37.9
Lack of Promotional System In Organization	36	62.1	62.1	100.0
Total	58	100.0	100.0	

Source: field Data

4.4.3 Objective Three: Financial Capacity and how it meets Promotion

Requirement in the Organizations

This area addresses third objective of the study which was to examine institutional financial capacity to meet the promotion requirement in government organizations. The section governed by research question “how does the institutional financial capacity affect employee promotion? This question was asked to organizational officers on the status of budget allocation for promotion as well as level of allocated budget to meet promotional requirement.

4.4.3.1 Status of Budget Allocation for Employees’ Promotion

According to table 4.11 the findings demonstrate that out of 80 employees of the visited institution, 63 personnel accounting for 78.8 said the budget was not allocated in the organization, while 17(21.2%) agreed that fund was allocated for promotion. This implies that most institutions pay less priority on allocating fund for promotion

purpose during budget preparation. Also a small budgetary ceiling is another predicament during budget preparation. This is in line with Board of Supervisors' report (2012) stated that few city departments in San Francisco allocate funding in their budgets for employees promotion programmes. The city departments that do allocate funding for employees health programmes generally allocate a small amount.

Table 4. 11: Budget for Employees' Promotion

Status of Budget Allocation	Frequency	Percent	Valid Percent	Cumulative Percent
Budget allocated for Promotion	17	21.2	21.2	21.2
Budget not allocated for Promotion	63	78.8	78.8	100.0
Total	80	100.0	100.0	

Source: Field Data

4.4.3.2 The Level of Allocated Budget to Meet Promotional Requirement

As shown in table 4.12 for those 17(100%) respondents who only agreed that the budget was allocated were also asked to explain the level of allocated budget to meeting the promotion requirement. The responses were 12(70.6%) staff said the level of budget allocation was below the standard and 3(17.6%) informed to be an average standard while 2(11.8%) admitted the requirement was above the standard. This implies that although some employees admitted the organization has budget allocation yet claimed it is below the standard indicating the requirement of management to intentionally allocate enough fund for promotion activity.

Table 4.12: Level of Allocated Budget to Meet Promotion Requirement

Levels of Allocated Budget	Frequency	Percent	Valid Percent	Cumulative Percent
Above standard	2	11.8	11.8	11.8
Below standard	12	70.6	70.6	82.4
Average	3	17.6	17.6	100.0
Total	17	100.0	100.0	

Source: Field Data

4.4.4 Objective Four: Implementation of Promotion Policy

This describes the fourth objective of the study which was to assess the implementation of promotional policy in the government organization. The question was asked to organizational officers on what factors affect the implementation of promotional policy in the institution. This question was analyzed by considering availability of promotion policy and employees opinions for enhancing promotion.

4.4.4.1 Availability of Promotional Policy

In responding to the question on the availability of promotional policy in the organization, the findings in table 4.13 indicate that out of 80 total employees, 68 presenting 85.0 percent claimed the policy was not established whereas 12 equivalents to 15.0 percent said the promotional policy was in place. This situation portrays that absence of promotion policy bring about missing in focus and direction for employees' promotion.

Table 4. 13: Availability of Promotional Policy in the Organization

Promotional Policy	Frequency	Percent	Valid Percent	Cumulative Percent
Policy available	12	15.0	15.0	15.0
Policy not available	68	85.0	85.0	100.0
Total	80	100.0	100.0	

Source: Field Data

4.4.4.2 Enhancement of Employees' Promotion

In giving opinions for enhancing promotion in public organizations, a number of options were given. Out of 80 employees, 35(43.8%) selected ‘openness and transparency’ as the highest option, 28(35.0%) desired for ‘participation in designing promotion policy’ followed by 17(21.2%) employees opting for ‘sufficient budget to satisfy promotional requirement’ being the lowest alternative. Detailed information is observed in figure 4.3. This portrays lack of transparency and poor participation in developing promotional policy was the prominent factors contributing to limitation of superior-subordinate relationship.

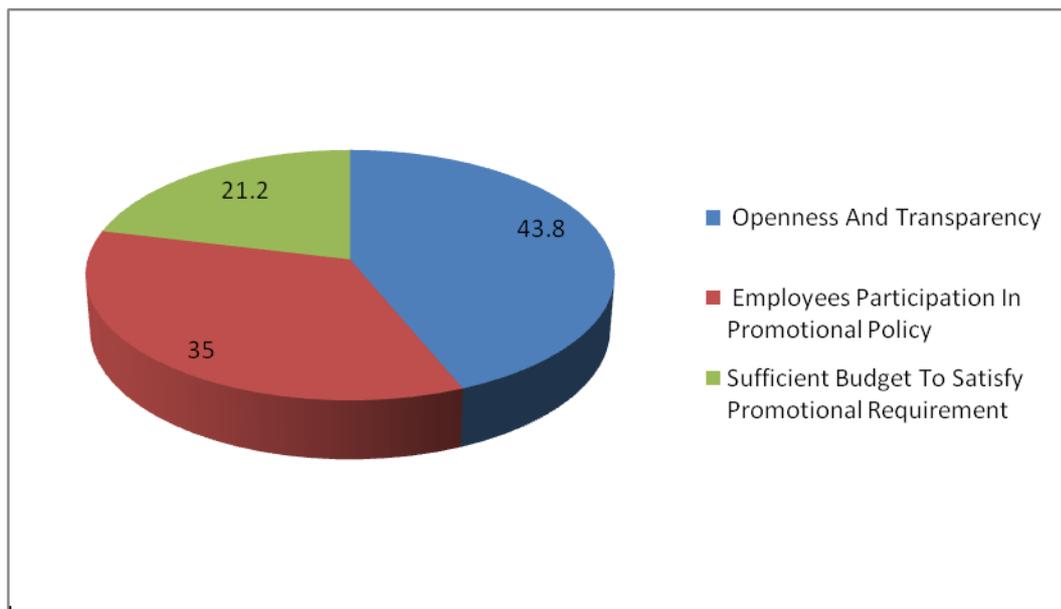


Figure 4.3: Opinions for Enhancing Promotion in Organization

Source: Field Data

4.5 Responses from Directors and chief planners' Categories

On the other side, the researcher of this study conducted an interview guide to the directors of five departments involving Department of Social Welfare, Department Youth Development, Department of Women and Children Development, Department

of Planning, Policy and Research and finally Department of Administration and Personnel. Moreover, the researcher had conducted an interview guide to the five chief planners of the above mentioned respective departments. The interview guide comprised of six (6) analyzed key questions regarding the assessment of factors affecting employees' promotion in Zanzibar Public Sector.

4.5.1 Responses from directors' Category

The responses of the directors from the question asked on whether the organization conducts the performance appraisal or not. The findings revealed that only one respondent was absolutely agreed with the realism of implementation of performance appraisal in Zanzibar organizations. Whereas the remaining four respondents said that; performance appraisal is thoroughly not implemented in Zanzibar organizations.

The quotation below revealed the above fact:

'Performance appraisal system has never been conducted in our organization, possible due to lack of its knowledge among the top leaders and employees at large'.

This implies that organization management is not aware of the Performance Appraisal System which is very important toward adoption of employee's promotion through performance information obtained from each employee. However, on question based the impact of performance appraisal in improving organization. All five respondents indicated that there are a number of positive impacts enhancing performance appraisal in Zanzibar organization. The responses on these impacts were specifically including; generating performance information for organizations' decision making such as provision of training, employee retention program, salary increase, recruitment of professional personnel and offering of higher positions to the

competent employees. Moreover, on the question focused on the existence of scheme of services to employees' promotion in the organization under study. All five respondents disclosed that scheme of service was not adequately existed in the organizations. The following remark justifies this reality:

'In all my working duration, almost eight year, I have never witnessed any practice pertaining to scheme of service in this ministry. Consequently employees are not promoted to high ranks nor provided appropriate salary increase, have poor superior – subordinates relationship and others quit the job to the organization having green pasture'.

Therefore this finding implies that, Zanzibar organizations have immense problems related to deficiency of the scheme of services such as poor industrial relation in organization, lack of appointment and ranking to top positions, lack of skill capacity and commitment in the job, inequitable paying system, labor turnovers, employee mobility from one institution to the next and low productivity

Referring to the question based on whether the organization has promotion policy. The responses of this question were that; four respondents out of five respondents indicated the policy was not adopted in the Zanzibar organizations. This finding is likely due to leaders' irresponsibility and knowledge of the policy per se. However one respondent stated the promotion policy was in place and exhaustedly implemented. This implies promotion policy is insignificant in most of the Zanzibar organizations. Moreover, the respondents were also interrogated whether their organization allocate budget for employee promotion. The response of this question was that; one respondent indicated that budget allocation is fixed in the organization. Whereby four respondents justified there is a vast budget deprivation for employees' promotion in Zanzibar organization. The words spoken below evidencing the fact:

‘I know budget allocation for promotion is very important to encourage employees working diligently and productively in spite of not being given priority during budget preparation’

This exhibits that employees promotion is the item not given priority in budget allocation. Probably due to limited amount of fund the organization receive from the exchequer or is not the priority. Finally the last key question was on respondents’ opinions for the enhancement of promotion in the Zanzibar public organizations. The respondents gave a number of opinions as including; introduction of performance appraisal system in the organizations, adoption of the scheme of services, enhancement of the promotion policy (as a focus and direction for promotion initiative), allocation of budget for implementation of the policy and provision of sufficient training for public service employees. Also other comments released were the adoption of monitoring and evaluation system in public organizations, improvement of transparency and openness to enhance industrial relation for effective implementation of personnel promotion.

4.5.2 Responses from Chief Planners’ Category

On the other part of the interview guide different responses were collected from Chief planners basing on the factors affecting employee promotion in the Zanzibar organizations. In this section the researcher aimed at achieving substitute responses based on the same six key questions expressed above respectively. Firstly, from the question on conduct of performance, the findings revealed that, two respondents agreed with the existence of the performance appraisal system in the organization. Whereas three respondents said that performance appraisal system does not exist in the organization. The remark below justifies the fact:

'The performance appraisal has not been established in this ministry, I don't know why; perhaps the management is not knowledgeable on the significance of this programme'

This fact implies that still there is a lack of awareness on performance appraisal system in the Zanzibar organizations.

Secondly, the responses on the impact of performance appraisal disclosed as four respondents confirmed involvement of positive impacts enhancing performance appraisal in Zanzibar organization such as the capacity building training, rewarding system, employees retention program, salary increase and career path planning, despite one respondent stated no implication of appraisal in organization at all.

Thirdly, on the part of the existence of scheme of services, one respondent acknowledged the presence of scheme of service in the organization while the remaining four respondents indicated that there is no scheme of services in the organizations. The quotation below proves this fact:

'As far as the scheme of service concerned, it has not been applied in the institution. The implication of this problem is leading to lack of training for low skilled personnel, employees' turnover, poor salary and eventually no staff promotion'

The implication of these findings portrays the organizational problems such as failure of employees' appointment to high positions, poor salary increase, and lack of capacity building through training and improper employee pay are highly associated with the absence of the scheme of services in the Zanzibar organizations.

Fourthly, on the question pertaining to existence of promotional policy in the organization, two respondents agreed with the existence of the promotional policy in

the organization. Whereas three remaining respondents said that there is no promotional policy in the organizations. The implication of this information may result job disengagement, employees' low performance and deficiency of promotion opportunity due to lack of commitment of top management in this issue.

Fifthly on the question of budget allocation for the promotion requirement, all five respondents revealed that employee promotion was not considered by management as a priority during the budget preparation. Small budgetary ceiling provided to the organizations for the promotion requirements is also contributing to this shortcoming. The statement below justifies the truth:

'I am much sure, the main factor for promotion program not to take place contributed by lack of priority to the program right from budget preparation'.

The implication of this findings show that the organizations does not give priority to the employees' promotion during the annual budget allocation despite being the most important activity. Finally the responses on the suggestions to enhance promotion in organization, all five respondents delivered a number of opinions. Among them including: introduction of scheme of service, developing promotion policy, adopting performance appraisal with periodical monitoring to the organization. Budget allocation for promotion, provision of training and giving the appreciations letters for the brilliant workers.

CHAPTER FIVE

5.0 SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The general objective of this study was to assess the factors affecting employees' promotion in Zanzibar Government Organizations in order for a researcher to suggest best ways of improving the situation. Specifically the study aimed at examining performance appraisal system to enhance employees' promotion, investigating implementation of the scheme of services in government organisations, examining institutional financial capacity that can meet the promotion requirement and evaluating the implementation of Promotional policy in the government organizations. This chapter provides a summary of findings; conclusion and recommendations which are given where it is considered relevant. They are based on the analysis guided by 4 research questions and presented hereby in orderly manner.

5.2 Summary of the Main Findings

Regarding the personnel's level of awareness on the performance appraisal, the findings show that out of 80 respondents 44 (55.0%) did not understand the concept of performance appraisal whereas 36 (45.0%) employees understood the concept. This implies that majority of the employees were not aware of the concept of performance appraisal in the organization which is very important step towards adoption of employees promotion through performance information obtained from individual employees. On implementation status of Performance Appraisal in

Organization, it was found that 62 (77.5%) respondents said implementation of the performance system was not done in the organization against 18 (22.5%) who admitted the appraisal was exercised. This implies performance appraisal system is not implemented in the organization leading to lack of important information necessary for different human resource activities including capacity development, recruitment and largely promotion. On other hand, the findings revealed that out of five directors and five chief planners, one director and two chief planners agreed with the existence of the performance appraisal system in the organization. Whereas four directors and three chief planners said that performance appraisal system does not exist in the organization. This implies that organization management is not aware of the Performance Appraisal System's importance.

In case of the magnitude of understanding Scheme of Service by respondents, it was revealed that 51 workers representing 63.8 percent responded that they did not understand the term scheme of service and 29 workers with 36.2 percent claimed to understand the term. Therefore these findings imply that most of staff have low-level of awareness on scheme of service. On whether the scheme of service exists or not in the organization, the data shows that 59 personnel accounting for 73.8 percent explained the scheme of service was not implemented versus 21 (26.2%) percent said the system was existing. It has also been investigated that lack of implementation of Scheme of service signifying that employees are not promoted in term of moving from lower position to higher position parallel to increased pay. Labour turnover, brain drain lack of capacity building and poor productivity are highly associated with the absence of the scheme of services in the Zanzibar organizations. From the

interview guide regarding existence of scheme of service to employees' promotion, all five directors and four chief planners (with exception of one who said the scheme of service was existing) disclosed that scheme of service was not adequately existed in the organizations evidencing lack of movement of position to higher posts.

With respect to the number of Personnel Promoted based on scheme of service the findings show that 58 workers accounting for 72.5 percent were not promoted against 22 equal to 27.5 percent who enjoyed the promotion opportunity. This mirrors that large number of personnel are not offered promotion in the organization and that may results in employees' job dissatisfaction, labour turnover and low productivity. In comparing education level, out of 38 employees with secondary level, 27(71.1%) employees were not promoted against 11(28.9%) promoted. Among 34 undergraduate staff, 26(76.5%) missed promotion opportunity while 8(23.5%) given promotion. The postgraduate constitute 8 members in which 5(62.5%) personnel not promoted leaving behind 3(37.5%) granted promotion. The finding exhibits that undergraduate and secondary school employees are the least promoted group compared to the rest. This implies that promotion is determined by educational qualification as the more an employee educated is the better chance of being promoted. So the organization should train their staff to higher learning level (such as master degree) for easy access of promotion.

Giving reasons for why the employees were not promoted, the responses being: out of 58 workers who said not prompted, 36 with 62.1 percent become the highest by selecting the option "lack of promotional system in the organization", 15 respondents

with 25.9 percent chose option “poor awareness in promotion follow up” - these are the two leading reasons for the inadequacy. The lowest responses went to the options of “the management offering promotion in biased bases” and “not achieved the promotion standard” which were selected by 4 and 3 respondents (6.9%) and (5.1%) respectively. This implies that the major factors resisting promotion of staff in public service among others include lack of promotion system and poor awareness of promotion follow up in the sense that organization is not committed and irresponsible to ensure personnel are promoted.

In connection with status of budget allocation for employees’ promotion the study also revealed that 63 personnel equivalent to 78.8 percent said there is no allocation of the employees’ promotion budget in organization, while 17 employees with 21.2 percent said the fund was allocated for promotion purpose. This implies that most institutions pay less priority on allocating fund for promotion purpose during budget preparation; also a small budgetary ceiling is another predicament during budget preparation. On the side of the directors and chief planners, the responses were four directors (accept one) and all five chief planners justified a vast budget deprivation for employees’ promotion in Zanzibar organization. This exhibits that employees promotion is the item not given priority in budget allocation.

The findings on the question for an availability of promotional policy in the organization indicates that out of 80 total employees, 68 presenting 85.0 percent claimed the policy was not established whereas 12 equivalents to 15.0 percent said the promotional policy was in place. This situation portrays that absence of

promotion policy bring about missing in focus and direction for employees' promotion. On other hand, out of five directors, four said that there was no promotional policy in the organizations minus one director who supported the presence of the policy. And among five chief planners, three explained that no promotion policy was institutionalized in the organization except two. This finding is likely due to leaders' irresponsibility and lack of knowledge of the policy per se.

In giving opinions for enhancing promotion in public organizations, the findings unveil that 35 (43.8%) marked at 'openness and transparency' as the highest option, 28(35.0%) desired for 'participation in designing promotion policy' followed by 17(21.2%) employees opting for 'sufficient budget to satisfy promotional requirement' being the lowest alternative. This portrays that lack of transparency and poor participation in developing promotional policy is the prominent factors contributing to the limitation of Superior-subordinate relationship. As for directors and their respective officers, the suggestions they gave to enhancing promotion include: introducing scheme of service, developing promotion policy, establishment of performance appraisal system with periodical monitoring, provision of training. Establish transparency to boost industrial relation which is a fundamental element to effective implementation of personnel promotion.

5.3 Conclusion

In general the findings of the study has examined that Performance Appraisal System is not implemented in the Zanzibar Government Organizations leading to lack of important information necessary for different human resource activities including capacity development, recruitment and largely promotion. It was revealed that there

is deficient promotion based on the Scheme of services in term of movement of from lower position to higher position parallel to increased pay. Labour turnover, job commitment, responsibility, dissatisfaction, brain drain, lack of capacity building and poor productivity are highly associated with the absence of the scheme of services in the Zanzibar organizations. It was also disclosed that large number of personnel are not offered promotion in the organization and that may results in employees' job dissatisfaction, labour turnover and low productivity.

The finding also revealed that Promotion has direct link with educational qualification as the highest qualified employees' stand a better chance of being promoted as viewed for Postgraduate holders against undergraduates and secondary school staff. The study also found that majority of the institutions pay less priority to allocate fund for promotion purpose during budget preparation creating resistance to promotion development. Promotion policy was not available in organization which may result in losing focus and direction for developing employees' promotion.

The findings also unveiled that lack of transparency and poor participation is the prominent factors contributing to the limitation of superior-subordinate relationship which is a fundamental limitation to implementation of personnel promotion. The respondents' suggestions to enhance promotion in organization, among others, include: introduction of scheme of service, developing promotion policy, adopting performance appraisal, periodical monitoring. Other opinions were adoption of budget allocation for promotion, provision of training, transparency and responsibility.

5.4 Recommendations

The aspect of personnel promotion remains an important aspect in promoting workers satisfaction, working performance, productivity as well as human resources development in general. Based on the findings of this study the researcher recommends the following to improve the existing situation.

1. Introduction of Performance Appraisal System should be entertained in Zanzibar Public service as an encouraging step towards adoption of employee's promotion through performance information obtained from individual employees.
2. Implementation of Schemes of Service should be introduced and made sustainably throughout the employee's serving period so as to realizing the human resource functions such as employees appointment and movement to upward position. In so doing the organization will be protected against consequential adverse effect such as, Labour turnover, brain drain lack of capacity building and poor productivity.
3. It is important for the institutions to put priority on allocation of enough fund right from planning and budget preparation for effective implementation of employees' promotion initiative. The government should also extend ministerial budgetary ceiling through incorporating a portion of special fund so as to facilitate feasibility of budget allocation for employees' promotion activity.
4. Commitment and responsibility among top management of the institutions and other responsible officers are necessary to be adhered to ensuring employees

attain promotional opportunity as a means of rescuing the organizational best performers from job dissatisfaction, frequent absenteeism and eventually labour turnover.

5. Regarding to unavailability of promotion policy in the Zanzibar government Organization, formulation of the policy should be encouraged as the fundamental instrument in giving focus and direction for employees' promotion such as promotion procedures, decision on the base of promotion focused on whether performance appraisal or confidential record, career development planning and training provision.
6. Lack of transparency and poor participation in developing promotional policy are the prominent factors contributing to the limitation. Therefore the institution under studying and the government at large should be democratically involving subordinates in industrial issues to facilitate implementable performance appraisal, scheme of service and promotional policy for the effective employee promotion.
7. Periodical monitoring to the different government institutions should be undertaken to boost up implementation of organizational human resource functions including promotions initiative. In facilitating this activity, annual plan of implementation should be prepared in advance with feedback employees' report to observe performance.
8. Training, seminar and study tours for directors and other related officers in the home country or well experienced countries on performance appraisal and

scheme of services implementation and other related human resources matters could help at large to achieve progressive performance on employees' promotion in Zanzibar government Organizations.

5.5 Implications of the Findings

The implication of lack of implementation of performance appraisal system in the organization is the missing of important information necessary for different human resource activities such as capacity development, recruitment, and personnel promotion. Absence of the scheme of services in the Zanzibar organizations are highly associated with Labour turnover, job commitment, responsibility, dissatisfaction, lack of capacity building and poor productivity. With respect to the number of Personnel Promoted based scheme of service, majority of personnel were not promoted in the organization. Reasons for why the employees were not promoted, including insufficiency of promotion system, poor awareness of promotion follow-up in the sense that organization is not committed and irresponsible to ensure personnel are promoted. On other hand, educational qualification has great implication with promotion as it affects the chance of attaining promotion and pay.

The finding on deficiency of budget allocation for personnel promotion in public organizations is a huge predicament to successful employees' promotion initiatives and a push factor for employees to run away to fruitful organization. Promotion policy was not available in organization which may result in losing focus and direction for developing employees' promotion as well as contributing to performance failure and wastage of organizational financial resources. Lack of

transparency and poor participation in developing promotional policy was the prominent factors contributing to limitation of superior-subordinate relationship and deficiency of periodic monitoring may bring about inexistence of implementation both schemes of service and promotional policy in public organizations.

5.6 Limitations of the Study

The researcher has encountered with a number of limitations when conducted this study. These limitations including financial and budgetary constraints, due to the fact that, the researcher is self- sponsored and the process of conducting research required a lot of financial resources to carry out various activities, such as developing and distributing questionnaires for respondents and other stationary services which were more expensive as compared to researcher's ability to afford them effectively. The time scheduled by the university management was not sufficient for the researcher, especially the allocated period of data collection; report writing and the deadline given by the University had definitely affected the researcher's time management. Another major constraint was the reluctance of some respondents to give information due to a number of many reasons such as fear, tiring and lack of confidence. Lack of keeping promise by respondents' particularly top leaders of organization despite timely appointment made is also a remarkable limitation.

5.7 Delimitation of the Study

Researcher took various measures to overcome the aforementioned limitations. These include applying resources from employer and other partners to meet necessary facilities and services in an attempt to delimit financial constraint,

sometimes the researcher was communicating with his supervisor through phone and e-mail to reduce cost of transport.

The insufficient time scheduled by the university was delimited through request of additional time of one month more to provide the researcher with enough periods for data collection; report writing and meeting desired deadline. Since conducting any research consumes time, energy and sufficient financial resources for its effective accomplishment, the study was delimited to only one public sector namely Ministry of Social Welfare, Youth, Women and Children.

5.8 Suggested Areas for Further Research

There is a need to conduct further studies in private institutions in Zanzibar which can be useful in comparative analysis between them and public institutions thus deviations and experiences can be learnt. Further assessment of employees' promotion can also be done apart from concentrating on factors affecting employees' promotion in public sector. Performance of the organizations and effectiveness of employees' promotion can also be compared in the course of these studies. The suggested topics for further research include:

- (i) An Assessment of the employees' promotion effectiveness in Zanzibar private sector.
- (ii) A comparative Study on the Assessment of the factors affecting employees' promotion in Public and Private Institutions in Zanzibar.

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B Performance Assessment

Please consider each of the following sentences and indicate the response that reflects your opinion about institute and your organization's performance.

1. Do you understand the concept of performance appraisal?
 - (a) Yes
 - (b) No

2. Does your organization conduct the performance appraisal?
 - (a) Yes
 - (b) No

3. If No, for what reasons the Performance Appraisal is not conducted.
 - (a) Not priority
 - (b) Lack of its knowledge
 - (c) Insufficient fund
 - (d) Lack of management commitment

4. Does performance appraisal have any contribution to employees' promotion?
 - (a) Yes
 - (b) No

5. Do you understand by the term scheme of service?
 - (a) Yes
 - (b) No

6. Do you think the scheme of services exist in your organization?
- (a) Yes
- (b) No
7. Do you think the effective implementation of the scheme of services have any implication to employees' promotion?
- (a) Yes
- (b) No
8. What types of promotion exist in your organization?
- (a) Seniority
- (b) Merit rating
- (c) Quota system
- (d) None
9. Have you ever been promoted in your working life time?
- (a) Yes
- (b) No
10. If no, why do you think you have not been promoted?
- (a) You did not achieve the promotion standard
- (b) The management offers promotion in a biased basis
- (c) Poor awareness in promotion follows up.
- (d) Lack of promotional system in the organization

11. Does your organization have any policy that favours the designed promotion programmes?
- (a) Yes
- (b) No
12. Does your organization allocate the budget for the requirements of the employees' promotion?
- (a) Yes
- (b) No
13. If yes, to what extent the allocated budget for promotion meets the requirements
- (a) Above the standard
- (b) Below the standard
- (c) Average
14. What is your opinion for the enhancement of promotion in the organization?
- (a) There must be openness and transparency concerning employees' promotion
- (b) Employees' participation in designing and/or reviewing organizational promotion
- (c) There must be sufficient budget to satisfy the promotion requirements.

Thank You for Your Participation

**Appendix 2: An Interview Guide for Directors and Chief Planners of the
Ministry of Social Welfare, Youth, Women and Children
Development**

(a) Does your organization conduct the performance appraisal?

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(b) What is the impact of performance appraisal to performance improvement in your organization?

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(c) Do you have the scheme of services in your organization?

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(d) How the scheme of service is currently applied in your organization

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(e) What is the implication of the scheme of service to the employees' promotion?

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(f) Does your organization have any policy that favours the designed promotion programmes?

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(g) How the existing policy is effectively implemented in this organization?

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(h) To what extent the allocated budget for promotion meet the requirement

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- (i) What is your opinion for the enhancement of promotion in your organization?

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Thank You Very Much