



# Relationship between Job Attitude and Promotions: Basis for Career Advancement

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**Abstract** – This study examines the relationship between job attitude and promotions in selected electronics companies in Metro Manila, Philippines. Focusing on whether specific attitudes contribute to career advancement, the research utilized a questionnaire to assess job involvement, efficiency, and organizational commitment among 305 employees from companies like Advantix Marketing, EMF Corporation, Gakken Philippines, Kolin Inc., and ASERCO. Analysis using Pearson correlation revealed significant relationships: job involvement showed a negative but significant correlation with promotion, while job efficiency and organizational commitment positively correlated with it. These findings suggest that while job involvement may not directly lead to promotions, efficiency and commitment are key attitudes for career advancement.

**Keywords** – Job Attitude, Promotion, Career Advancement, Job Involvement, Job Efficiency, Organizational Commitment.

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## I. INTRODUCTION

The intricate dynamics between an employee's attitude towards their job and their progression within an organizational hierarchy form the crux of this study, aptly titled "The Relationship between Job Attitude and Promotions: Basis for Career Advancement." In an era where the workforce is increasingly seeking not just employment but meaningful and fulfilling career paths, understanding the factors that propel an individual's professional growth has never been more pivotal.

This research delves into the multifaceted concept of job attitude, encompassing an array of psychological states such as job satisfaction, engagement, organizational commitment, and motivation. These elements are not just barometers of an employee's contentment and alignment

### Background of the Study

This research study focused on the attitude being one of the factors for promoting one's individual. The research study determines what attitude contributes to the workers promotion. It will discuss different attitudes of the worker. It will be an eye opener for a worker which job attitudes will they improve to be promoted. They can evaluate their job attitudes while answering the given questionnaire.

The advancement of an employee from one job position to another job position that has a higher salary range, a higher-level job title, and, often, more and higher level job responsibilities, is called a promotion. Visually, a promotion moves an employee's job up one level on an organizational chart. A promotion is viewed as desirable by employees because of the impact a promotion has on pay, authority, responsibility, and the ability to influence broader organizational decision making. A promotion

raises the status of the employee who receives a promotion which is a visible sign of esteem from the employer.

### Statement of the Problem

This study aims to determine the relationship between Job Attitude and the Promotion of an employee.

Most specifically it sought the answer to the question:

1. What is the Demographic Profile of the respondents in terms of:

- Age
- Gender
- Occupation
- Company
- Status of Employment
- Years in Service

2. What Job Attitudes Can Contribute to your promotions in terms of:

- Job Involvement
- Efficiency on the Job
- Commitment to the Organization

3. How many times do they get promoted?

4. Is there a significant relationship between Job Attitude and Promotion?

### 1. Significance of the Study

**1.1 Organizations:** Companies and other organizations can profit from the findings of this study by discovering strategies to improve employee satisfaction, motivation, and performance. This has the potential to boost productivity and profitability.

**1.2 Employees:** The employees can benefit from this research by learning more about how their opinions toward



their jobs and promotions affect their career progress and overall job satisfaction.

**1.3 HR Practitioners:** can use the findings of this study to create policies and programs that enhance employee development, job satisfaction, and retention.

**1.4 Researchers:** The findings of this study can be used by researchers to better understand the complicated interactions between employee perception, job attitude, and promotion, as well as to recommend areas for future research.

**1.5 Society:** A more motivated, contented, and productive workforce can have a positive ripple impact on society, including increased economic growth and stability, as well as a happier and healthier populace.

## 2. Scope of the Study

This study was conducted to know that our independent variable job attitude contributes to our dependent variable promotion. The needed data were gathered by means of distributing a questionnaire to the random selected workers in the different company. The locale is in the electronic companies along Metro Manila which consists of five companies and 5% (305) of their total population of 6,100.

## II. REVIEW OF RELATED LITERATURE

This section discusses the review of literature and studies on the antecedents of the dependent variable and the phenomenon of the study. This chapter also discusses the relationship between the independent and dependent variables, the research paradigm, the research hypothesis and the operational definition of the variables.

### 1. Job Attitude

Ajzen and Fishbein (2005) [1], termed general attitudes as aggregated cognitions (e.g., behavioral intentions, belief) of individuals. Prominent psychologist Gordon Allport (1935:789) [2], once described attitudes as "the most distinctive and indispensable concept in contemporary social psychology.

Judge and Mueller (2012:341) [3], defines job attitude as a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Overall job attitude can be conceptualized in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job.

Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer. Some employees like their jobs and experience a sense of affection or commitment to their work and the

organization, while others dislike their jobs and experience a sense of contempt for their organizations and their working lives (Harrison et al., 2006: 306) [4].

Judge and Mueller (2012:341) [3], said that job attitude should also not be confused with the broader term attitude, because attitude is defined as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor, whereas job attitude is a particular instance as an entity. Schleicher, Watt and Greguras (2012:89) [5] states that "job" involves one's current position, one's work or one's occupation, and one's employer as its entity. However, one's attitude towards his/her work does not necessarily have to be equal with one's attitudes towards his/her employer.

### 1.1 Kinds of People Characterized by their Attitude

Thinking and behaving influence the world around us in ways obvious and not so apparent, but the effect is real, nonetheless. There are four basic kinds of people in business today. They can be best characterized by their attitudes:

#### Job Lover

According to Sevinsky (2015) [6] a job lover is that this type of people can love their job and may, read trade journals, spend hours over "working lunches/breaks," have friends that are in the same industry, and also find time to seek out ways to even further improve work or business: By all appearances the model worker.

#### Job Doer

Working like a dog might mean more enjoyable periods of time off, the ability to pay the bills, travel, take vacations, and/or enjoy hobbies. Sometimes it is just the little things – pride in a job well done, being responsible, just being a contributing member of society in general.

#### Job Hater

Again it does not matter the title – owner, worker, consultant, whatever. Folks in this category may bark out orders whenever possible, complain constantly, frown consistently, and criticize co-workers, boss, company in general. One wonders not how they are able to bring themselves to get out of bed in the morning, but why they are allowed to (Sevinsky, 2015) [6].

#### Job What?

Most readers will admit to knowing at least one of this type, who can be summed up by their perpetual query, "Why am I here?" They often call in sick whenever possible (especially when not), spend more time on personal business than work, miss meetings, deadlines, and are frequently late/miss work.

This guy or gal is seldom a boss, but sometimes people get lucky and own businesses run effectively by the sweat of others! Regardless, one is left to wonder who benefits from this person showing up on the "job."



## 2. Types of Attitudes

According to Steers and Porter (1991) [7] that these are the types of attitudes:

### 2.1 Job Satisfaction

Schemerhorn, et al (2012) [8], defines job satisfaction as the degree to which an individual feels positive and negative about the job. Locke and Lathan (1990) [9] broadly defined job satisfaction as an emotional state which gives pleasure and positive energy to employees by perceiving that they are getting what they think is important for them. A person with a high job satisfaction holds positive feelings for his job. Job satisfaction is the extent to which people like their jobs (Spector, 1997) [10]. Thus, job satisfaction can be inferred from the individual's attitude toward his work (Brayfield & Rothe, 1951:307) [11].

There are two types of job satisfaction based on the level of employees' feelings about their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs "Overall, I love my job." (Mueller & Kim, 2008) [12]. The second is job satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008) [12]. According to Kerber and Campbell (1987) [13], measurements of job satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987) [13].

### 2.2 Job Involvement

Job Involvement is defined as the extent to which a person psychologically identifies with his/her job (Hollie, 2012) [14]. Jobs occupy a central role in job-involved people's lives, means the extent to which an individual feels dedicated to a job. Reitz and Jewell (1979) [15] said that job involvement is linked to importance of work in individual's routine or daily life. In addition, Gurin, Veroff, and Feld (1960) [16] also sighted involvement as the extent to which performance have an effect on one's self-esteem. The employees whose involvement in job is high can be said that the job is important to individual's self-image (Kanungo, 1979) [17]. Pierce and Jussila (2011) [18] also note the work of Lodahl and Kejnar (1965) [19] "I live, eat and breathe my job and the most important happen, they said. The highly job involve person is one for whom work is a very important part of life. His/her self-image is greatly affected by their work that he/she is does and how well it's done. It can be said that employees are involved in their job if they enthusiastically take part in the job related matters (Allport, 1943) [20]. This means that job involvement has major impact on

productivity and efficiency of employee and work has vital role in increasing job involvement of individual if it plays significant role in the life of employee. (Probst & Tahira, 2000) [21].

## 3. Organizational Commitment

Woods and west (2010) [22] defines organizational commitment as the loyalty of an individual. Organizational Commitment is concerned with the extent to which an individual which they have a positive relationship with their organization (Mowday, Powter, Steers, 1982) [23]. The concept has evolved overtime and the most effective model is that of Meyer and Allen (1991) [24], who differentiates the forms of organizational commitment.

Affective commitment – the emotional attachment to a person feels toward the organization is referred as an affective commitment, people feel attached to their organization when the goals and values of the organization are largely consistent of their own. (Meyer & Allen, 1991) [24] gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality"

Continuance commitment - when an individual remains in the organization because the cost of leaving is too great, this form of commitment is obviously less desirable to foster amongst employees. Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization (Becker, 1960) [25].

Normative commitment – sometimes an individual may feel dissatisfied with their job, or may think that the organization is moving on the wrong direction, yet still feel obliged to be loyal and committed, and to stay with the organization. Meyer and Allen (1991) [24] describe this sense of moral obligation as normative commitment.

## 4. Employee Engagement

This is an individual's involvement with, satisfaction with, and enthusiasm for the organization (Steers and Lyman, 1991) [7]. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. An engaged employee experiences a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment. It is a concept that is greater than the sum of its parts (Macleod 2015) [26].

## 5. Efficiency on the Job



Accomplishment of or ability to accomplish a job with a minimum expenditure of time and effort (Kevin Daum, 2013) [27]. An efficient worker uses the most of each minute of the day, giving his or her fullest attention to the most important tasks first. Being efficient at work won't just improve your productivity and win you points with your boss - it'll also make you feel accomplished, satisfied that you've had a full and productive work day (Gleeson, 2003) [28].

## 6. Promotion

Promotion refers to upward movement in present job leading to greater responsibilities, higher status and better salary. Promotion may be temporary or permanent depending upon the organizational requirement. Kumar and Sharma (2000) [29] citing Clothier and Spriegel (1923) [30] "promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status. Promotion not only change the title and contents of work, but also the salaries, power and the responsibility more. However, when the employees deal with events, they have more freedom and lower risk and comfortableness (Lazear, 1999) [31]. Promotion is one of the most concerned issues of employees. Many employees devote themselves to work, and they hope that they gain the chance to promote. Besides, when employees pay much attention to the opportunities of promotion, they belong to job satisfaction employees. (Parker and Kohlmeier, 2005) [32]

According to Rosen (1982) [33] the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985) [34].

Carmichael (1983) [35] said that promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate. However, according to Baker, et al. (1988) [36], promotion does not consider to be an incentive device, thus the optimal results cannot be generated by promoting the employee in the organization.

Promotion stimulates self-development and creates interest in the job. According to Reddy (2004) [37] citing what Yoder (1958) [38] said, "Promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest; attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation, long service etc." The purposes and advantages of promotions are to recognize an employee's performance and commitment and motivate him towards better performance, develop competitive spirit among employees for acquiring knowledge and skills for higher level jobs, retain skilled and talented employees, reduce discontent and unrest, to

fill up job's vacant position that is created due to retirement, resignation or demise of an employee. In this case next senior employee will be promoted to the vacant job, utilize more effectively the knowledge and skills of employees and attract suitable and competent employees

### 6.1 Different Types of Promotions

**Up or Out Promotion** - In this case, an employee either earns a promotion or seeks employment elsewhere. Up Promotion is the requirement that each member of the organization must achieve a certain rank within a certain period. Out promotion usually leads to the termination of an employee and joining some other organization in a better position. (Jensen, 1998) [39]

**Dry Promotion** - In this type, promotion is given in lieu of increase in salary. For example, when a university professor is made Head of the Department, there is no increase in salary.

**Paper Promotion**- Paper promotion happens on seniority of employee in government sector having different departments. Paper promotion is an employee promotion given to the employee belonging to the parent department, but indeed working in another department on transfer, on request of employee or due to exigency of work. Paper promoted employee draws salary pertaining to job in another Department, but not according to promotion's job in the parent Department

**Horizontal Promotion** - When an employee is shifted in the same category, it is called 'horizontal promotion'. A junior clerk promoted to senior clerk is such an example. It is important to note that such promotion may take place when an employee shifts within the same department, from one department to other or from one plant to another plant. (Chand, 2015) [40]

**Vertical Promotion** - This is the kind of promotion when an employee is promoted from a lower category to lower category involving increase in salary, status, authority and responsibility. Changing the nature of work for example, supervisors to managers. (Inskeep, 2015) [41].

### 6.2 Job Attitude and Promotion

A promotion won't just fall into your lap. If you want to climb up the career ladder, you need to be proactive (Taylor, 2015) [42]. According to Boehlke (2015) [43] that having a good, positive job attitude, along with positive thinking, at work will reflect on what you do and make you a more productive employee. This can determine how well you get your projects done and also how others perceive you. If you display a good attitude, you may increase your chances for a promotion or a raise if you are a positive role model for others within your department at work.



Fully 85 percent of your success in work, no matter how intelligent or skilled you are, is going to be determined by your job attitude and your personality. Your overall success, how much you are paid, and how fast you are promoted will be largely determined by how much people like you and want to help you. (Tracy, 2012) [44]

The critical determinant of a positive attitude is how well you function under stress. Anyone can be positive when things are going well. But it is when you face difficulties and setbacks that you demonstrate to yourself and to everyone else what you are really made of. You've heard it said that "When the going gets tough, the tough get going. Tracy (2012) [44] said "A person with a positive job attitude looks for the good in every person and every situation. He or she looks for something positive or humorous. The positive person tends to be constructive rather than destructive. And the good news is that a positive job attitude is something that you can learn by practicing it, every single day, especially when it is most needed.

This survey was conducted online within the US by Harris Poll (2015) [45] on behalf of CareerBuilder, an online job finder in US. Employers also revealed the top behaviors that hurt an employee's chances for promotion, with poor job attitudes and consistent tardiness taking the top spot. Having a negative or pessimistic attitude 62%, Regularly showing up to work late 62, Using vulgar language: 51%, Regularly leaving work early: 49%, Taking too many sick days: 49%, Gossiping: 44%, Spending office time on personal social media accounts: 39%, Neglecting to clean up after himself/herself: 36%, Always initiating non-work-related conversations with co-workers: 27%, Taking personal calls at work: 24% and Taking smoke breaks: 19%.

job and organizational Commitment. Promotion is tested in their no. of times being promoted.

### 7. Research Hypothesis

**Ho:** There is no Significant Relationship Between Job Attitude and Promotion among Manufacturing Companies in Quezon City.

### 8. Operational Definition of Variables

To provide clarity, the researcher defines the following terms according to how they are used in the study:

**8.1 Job Attitude** - is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job

**8.2 Job Involvement** – is the extent which an individual is dedicated to a job such as office issues, breaks and work attention.

**8.3 Efficiency on the Job** - ability to accomplish a job with a minimum time and effort such as finishing job on time, do more than expected outputs, organized in work.

**8.4 Organizational Commitment** - is the loyalty of an individual to the organization such as loyalty, event participation and company relationship.

**8.5 Promotion** - is the advancement of an employee's rank or position in an organizational hierarchy system such as no. of time being promoted.

## III. RESEARCH DESIGN/METHODOLOGY

This chapter discusses the method used in this study and its appropriateness, the locale of the study, the respondents or subjects of the study and how it was generated from the operation and the sampling technique used in the study. This chapter will also discuss the instrumentation and its validation, the data gathering procedure and the data processing and statistical treatment of data.

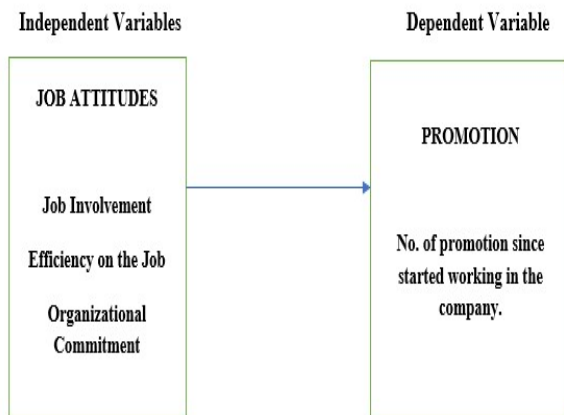
### 1. Research Method

A rationalistic method of inquiry was used in the research study. Rationalistic inquiry uses a formal instrument or a prior technique for categorizing and collecting data. The research used a quantitative approach which involves the contribution of job attitudes in employee promotion. As a quantitative type of descriptive research method, the researcher used a survey process by a questionnaire which is design to gather data and information about the current situation and is relevant in describing the natural existence of circumstances at the time of study.

### 2. Locale of the Study

The researchers conducted the study in 5 different Electronics Company namely Advantix Marketing,

Research Paradigm



The research paradigm shows the interrelationship between Job attitude to Promotions. Job attitudes are tested in terms of their job involvement, efficiency on the



ASERCO, EMF Electronics Corporation, KOLIN Electronics Company Inc., and Gakken (Philippines) Inc.

### 3. Advantix Marketing

Advantix Marketing LLC is a web Digital marketing company located in Philippines that increases business profitability via the Internet. We have been in business in Philippines since the summer of 2001. Specifically, we specialize in placing businesses at the top of the major Search Engines. With search engine rules constantly changing and the competitive field getting progressively more crowded, it's imperative that businesses ensure that their company can be found at the top of the major Search Engine

#### 3.1 Affiliated Electronics Service Corporation (ASERCO)

ASERCO is a company that affiliates or acts as a subordinate associate to provide services like Installation, Maintenance and Repair of various leading brands for home and office equipment for Epson, Acer, Dell, Samsung, LG, Sony, Panasonic, BenQ, Canon, Sharp, Extreme magic sing, IBM

#### 3.2 EMF Electronics Corporation

EMF Electronics Corporation is a 100% Filipino owned company which believes in the strength of the fusion of Filipino engineering expertise and the use of imported raw materials to produce world class transformers for the domestic market. EMF Electronics Corporation started out as a distributor of Westinghouse, GE and Siemens motors controls and equipment in 1972.

#### 3.3 KOLIN Electronics Co. Inc

In 1989, Kolin Electronics Industrial Supply was established as a sole proprietorship. The company engaged itself in manufacturing, assembling and marketing of power supplies like Converter-Charger, Regulated Power Supply and Automatic Voltage Regulator on a nationwide scale.

During the first two years, Kolin has earned a reputation for its outstanding quality products. The Kolin name has since been known as one of the pioneers and trusted brands in the field of A.V.R. and power supplies manufacturing. With its growing leadership, the company became a prime supplier to electronics manufacturing industry leaders by providing solutions and accepting OEM/ODM job orders.

#### 3.4 Gakken (Philippines) Inc.

GAKKEN (Philippines), INC. (GPI) was organized primarily to engage in the business of selling, marketing and acquiring goods and new technologies, specifically for the Philippine Printing Industry. This also includes setting up of in-house printing for private companies and government agencies to ensure quality and effectiveness of their printed forms requirements. GPI are also prepared to provide the equipment configuration for entrepreneurs who

desire to engage in the unique and profitable quick print business

### 4. Population and Sample

The researchers used a questionnaire in the data collection technique in which 5% of the total respondents in each electronics company were given a survey form.

TABLE 1. POPULATION AND SAMPLE

Company	Total Employees	Percentage	Sample
Advantix Marketing	700	5%	35
ASERCO	900	5%	45
EMF Electronics Corporation	1800	5%	90
KOLIN Electronics Company Inc.	1500	5%	75
Gakken (Philippines) Inc.	1200	5%	60
	6100	5%	305

### 5. Data Gathering Instrument

The researchers used a questionnaire as their research instrument. The respondents must answer the survey form as honestly as possible. On the first part of the questionnaire are items on job attitudes wherein four (4) items of each component of job attitudes must be rate on how often whether he/she do the listed items. The second part in promotion, wherein the respondents must indicate the number of times they got promoted.

### 6. Validation of Instrument

The instrument used in this research study consists of two (2) parts. On the part 1, it tackles about items on job attitudes and on the part 2, is on number of times of promotion and the year/s of promotion since started working in the company.

**Part 1** of the questionnaire dealt with the respondent's frequency in doing the listed items of job attitudes. The listed items are under of each component of job attitudes such as job involvement, efficiency and commitment. Each item was provided with different frequency of time the respondent do the given item and rate it to Always, Often, Sometimes, Seldom and Never.

**Part 2** of the questionnaire dealt with the respondent's indication on how many times he/she got promoted.

### 7. Data Gathering Procedures

In carrying out this research study, the following procedures were followed:

In this study, the data-gathering process will commence with the researcher drafting a request letter to the Human Resources (HR) department of the selected manufacturing corporations in Quezon City, seeking permission to



conduct the research. Upon receiving approval, the researcher, aided by HR, will distribute questionnaires to the chosen respondents, ensuring clarity about the study's purpose and their role. Once the questionnaires are completed and collected, the researcher will work on encoding and organizing the responses. This data will then be handed over to a statistician for appropriate statistical analysis. Throughout this process, ethical standards, particularly in terms of confidentiality and respondent anonymity, will be rigorously maintained to ensure the integrity and ethical compliance of the research.

**8. Data Processing and Statistical Treatment of Data**

Data were categorized according to the level of measurement of the variables. The data inputs are the employee's response to the research instrument, through the process of statistical procedure and techniques resulting in the data matrix.

From the Assessment of the respondents, the weighted mean will be computed to measure the productivity of the company. This was computed based on the following formula.

Formula: 
$$\bar{x} = \frac{\sum w_i x_i}{\sum w_i}$$

Where:

- $\bar{X}$  = Average weighted mean
- WM = Weighted Mean
- N = Number of Items

To compute the encoded data, the researchers will employ Pearson Correlation as their statistical test. Pearson correlation is utilized when two or more paired variables are of relevance. The researchers are more likely to be interested in measures of link strength, such as the correlation coefficient.

Formula: 
$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where:

- r = The Pearson Product Moment Coefficient Correlation.
- X = Values in the First set of Data
- Y = Values of Second Data
- n = Total number of values

The coding of data information from the questionnaire must be transformed into coded items to facilitate tallying and counting the raw data to arrive at a frequent distribution and to facilitate in organizing them in a systematic order in a several tables or tabulation of data.

**Coding Scheme**

**Company**

- Advantix Marketing
- KOLIN Electronics Co. Inc

- Gakken (Philippines) Inc.
- Affiliated Electronics Service Corporation (ASERCO)
- EMF Electronics Corporation

Age	Sex	Position	Year
xx	1 – Male	1 – Supervisory	xxxx
	2 – Female	2 – Production Staff	

**Job Attitude**

**Job Involvement**

INV1	5 - Always
INV2	4 - Often
INV3	3 - Sometimes
INV4	2 - Seldom
	1 – Never

**Job Efficiency**

EFF1	5 - Always
EFF2	4 - Often
EFF3	3 - Sometimes
EFF4	2 - Seldom
	1 – Never

**Organizational Commitment**

COM1	5 - Always
COM2	4 - Often
COM3	3 - Sometimes
COM4	2 - Seldom
	1 - Never

**Promotion**

XX

**IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This chapter discusses the data analysis and interpretation from the encoded data computation of statistical tool and its interpretation. This chapter includes the output of data gathering. Data has been tabulated to assist in the analysis of relationship and differences between responses. The result will serve as basis for either rejection or acceptance of the stated hypothesis.

**1. Descriptive Findings**

This includes an overview of the variables used in the study such as company, age, sex, position and year. Table 1 shows the companies involved in the study.

Table 2. Companies Involved in the Study

Company Name	Frequenc y	Percentage
Advantix Marketing	35	11.5
Kolin	75	24.6
Gakken Phil.	60	19.7



Incorporated		
ASERCO	45	14.8
EMF Corporation	90	29.5
Total	305	100.0

The foregoing table shows the distribution of respondents in every company. As shown of the 305 respondents, Advantix Marketing has 35 respondents or 11.5%, Kolin has 75 respondents or 24.6%, Gakken Phil. Incorporated has 60 respondents or 19.7%, ASERCO has 45 respondents or 14.8% and EMF Corporation has 90 respondents or 29.5%.

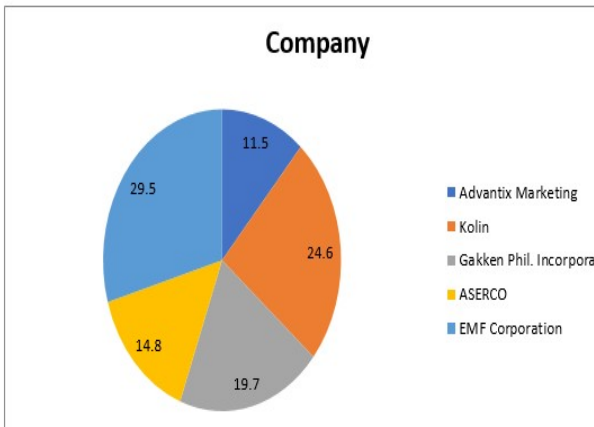


Fig. 1 Pie Chart representation of companies involved in the study

Figure 1 shows the pie chart of the distribution of companies involved in the studies. The frequencies show that the biggest pie is taken by EMF Corporation and the smallest pie is taken by Advantix Marketing.

Table 3. Frequencies of Respondents in Respect to Sex

Sex	Frequency	Percentage
Male	245	80.3
Female	60	19.7
Total	305	100.0

As shown in the foregoing table, the distributions of the sex of respondents show that there are more male than female respondents. The sex of respondents shows that a little above the average 245 or 80.3% are males while 60 or 19.7% are females.

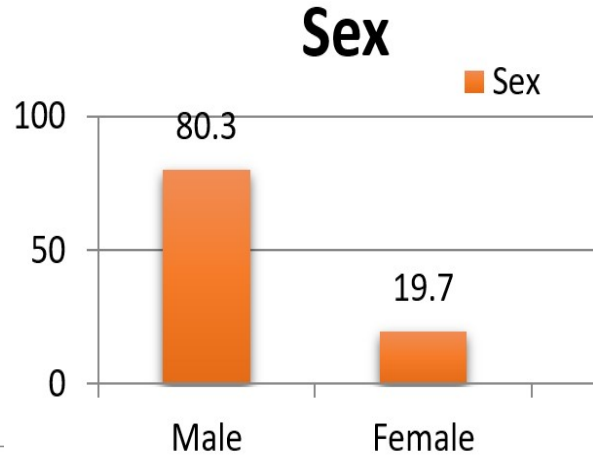


Fig. 2 Bar Chart representation of sex of the respondents  
Figure 2 shows the bar chart of the distribution of sex respondents. The frequencies show that the highest bar is taken by the males and the lowest bar is taken by the females.

Table 4. Position of the Respondents

Position	Frequency (f)	Percentage (%)
Supervisory	20	6.6
Production Staff	285	93.4
Total	305	100.0

The foregoing table shows that 20 or 6.6% are in supervisory position while 285 or 93.4% are in the production staff.

## Position

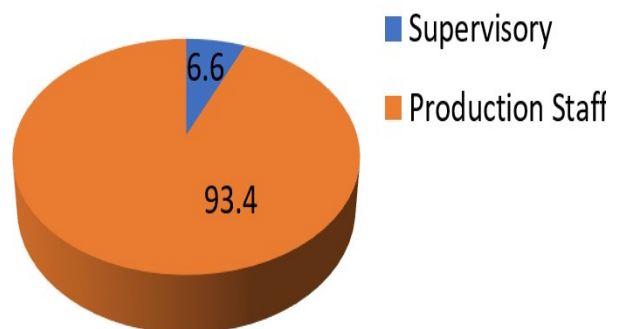


Fig. 3 Pie Chart representation of position of the respondents

Figure 3 shows the pie chart of the distribution of the position of the respondents. The frequencies show that the biggest pie taken by production staff.





Table 5. Started Working Year of the Respondents

Year	Frequency (f)	Percentage (%)
1990	1	.3
1991	1	.3
1992	3	1.0
1993	2	.7
1994	2	.7
1995	2	.7
1996	2	.7
1997	7	2.3
1998	5	1.6
1999	13	4.3
2000	16	5.2
2001	14	4.6
2002	15	4.9
2003	6	2.0
2004	3	1.0
2005	17	5.6
2006	5	1.6
2007	14	4.6
2008	9	3.0
2009	18	5.9
2010	24	7.9
2011	31	10.2
2012	24	7.9
2013	51	16.7
2014	13	4.3
2015	7	2.3
Total	305	100.0

The foregoing table shows the year the respondents started working in their company. As shown, a big representation of the respondents (51 or 16.7%) started working in 2013. This is followed by 31 or 10.2% who started working in 2011 and 24 or 7.9% started working in 2010 and 2012. followed by 18 or 5.9% who started working in 2009 then 17 or 5.6% who started working in 2005, followed by 16 or 5.2% who started working in 2000 then 15 or 4.9% who started working in 2002, followed 14 or 4.6% who started working in 2001 and 2007 then 13 or 4.3% who started working in 1999 and 2014, followed by 9 or 3% who started working in 2008 then 7 or 2.3% who started working in 1997 and 2015, followed by 6 or 2% who started working on 2003 then 5 or 1.6% who started working in 1998 and 2006, followed by 3 or 1% who started working in 2004 and 1992 then 2 or .7% on 1993,1994,1995 and 1996, lastly, the smallest

representation of respondents (1 or .3%) who started working in 1990 and 1991.

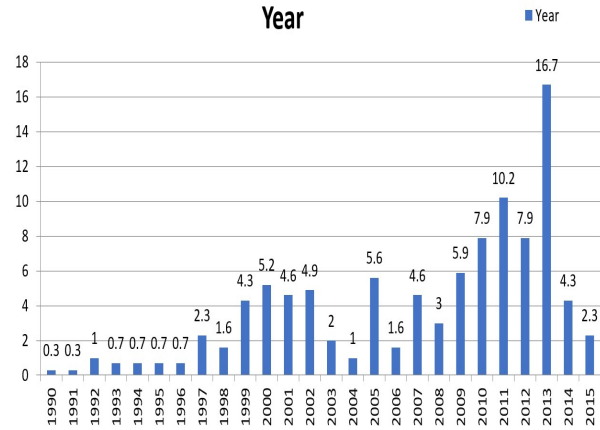


Fig. 4 Bar Chart representation of started working year of the respondents

The succeeding figure supports the greatest number of respondents by year. As shown, 2013 has the highest bar, followed by 2011, 2010 and 2012 have the same number, followed by 2009 then 2005, followed by 2000 then 2002, 2001 and 2007 have the same number, 1999 and 2014 have also the same number, followed by 2008, 1997 and 2015 have the same number, followed by 2003, 1998 and 2006 have the same number, followed 2004 and 1992 with also the same number, 1993,1994,1995,1996 have also the same and the lowest bar is taken by 1990 and 1991.

Table 6. Descriptive Statistics of Age

Variables	N	Min.	Max.	Mean	Std. Deviation
Age	305	20	52	29.20	5.897

This foregoing table shows that the mean of age of the respondents is 29.20 years. The standard deviation of 5.897 shows that the ages of the respondents vary by 5.897 years in respect of the mean.

This indicates that the ages are homogenous relative to the mean. The youngest respondent is 20 years old and the oldest is 52 years old.

Table 7. Descriptive Statistics of Job Attitudes

Job Attitudes	N	Min.	Max.	Mean	Std. Deviation
Job Involvement	305	1.75	5.00	3.6557	0.66293
Job Efficiency	305	2.75	5.00	4.2180	0.54637
Organizational Commitment	305	2.00	5.00	3.8623	0.67884

**Legend**

- Never
- Seldom
- Sometimes
- Often



- Always

Table 7 shows the mean and standard deviation of the combined items of job involvement, job efficiency and organizational commitment

Job involvement has 4 items. All the items under job involvement are combined. In the sampled electronics companies, it was observed that the employees exhibited a diverse range of engagement with their work. The minimum score reported was 1.75, indicating that even the least engaged employees maintained a certain level of involvement in their roles. On the other end of the spectrum, some employees rated their job involvement at the maximum score of 5, showcasing complete engagement with their job responsibilities. The average level of job involvement sat comfortably above the midpoint at 3.6557, signifying that the typical employee is reasonably engaged in their work. The standard deviation of 0.66293 points to a modest spread in job involvement scores among the employees, suggesting some variation in their perceived engagement levels but not an excessively wide range.

Job efficiency has 4 items. All the items under job efficiency are combined. The data revealed that employees rated themselves as relatively proficient in their roles. The least efficient employees in the study still perceived their efficiency level to be above the scale's midpoint with a score of 2.75. Some employees considered themselves to be maximally efficient, scoring a perfect 5. Overall, the mean score of 4.2180 for job efficiency suggests that employees generally view themselves as competent and effective in their job performance. Furthermore, the low standard deviation of 0.54637 in this category indicates a lower degree of variation among respondents, meaning that employees' perceptions of their job efficiency are notably consistent across the board.

Organizational commitment has 4 items. All the items under organizational commitment are combined. The findings indicated a generally strong sense of allegiance to the company among employees. The lowest level of commitment reported was a score of 2.00, which is above the midpoint of the scale, illustrating that employees, at minimum, display a moderate degree of commitment. At the high end, the maximum score of 5 was noted, demonstrating that there are employees who feel a profound connection and loyalty to their organization. With an average score of 3.8623, the data suggests that overall, employees feel quite committed to their organization. The standard deviation of 0.67884, while being the highest among the three categories, still denotes a moderate range of commitment levels, with some employees feeling more attached to the organization than others.

## 2. Inferential Findings

This section provides the finding of the hypothesis tested in the study. Statistical presentations are supported with analysis and interpretation.

It is to be recalled that the independent variable in the study is job attitudes while the dependent variable is promotion. This study used Pearson Correlation to test the relationship between the job attitudes and promotion.

Table 8. Correlation between Job Attitudes and Promotion

Job Attitudes	Promotion		Year	
	r	P	r	p
Job Involvement	.284	.000**	-.291	.000**
Job Efficiency	.301	.000**	-.089	.121
Organizational Commitment	.190	.001**	-.066	.248

The correlation between job involvement and promotion shows a correlation of .284 and it is significant at .000. This could imply that employees who show higher levels of interest and participation in their work are noticed and rewarded by their superiors with career advancement opportunities. Organizations need to consider fostering environments that increase job involvement to potentially enhance promotion rates and employee motivation. This supports the findings of Judge and Mueller (2012:341) [3], who defines job attitude as a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Overall job attitude can be conceptualized in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities, and other aspects of a particular job. Employees evaluate their advancement opportunities by observing their jobs, their occupation, and their employers.

The correlation between job efficiency and promotion shows a correlation of .301 and it is significant at .000. It underscores that efficient employees those who can perform tasks effectively with minimal waste of time and resources are favored in promotion decisions. This finding reinforces the value placed on efficiency in performance appraisals and suggests that companies may benefit from training programs that enhance the efficiency of their workforce to support career advancement. Then chances of promotion are higher. This supports the findings of Kevin Daum (2013) [27] who defines job efficiency as an accomplishment of or ability to accomplish a job with a minimum expenditure of time and effort.

The correlation between organizational commitment and promotion, organizational commitment shows a positive relationship with promotion, but it is not as strongly correlated as job involvement or efficiency. Despite being statistically significant ( $p = .001$ ), the weaker correlation



could indicate that while being committed to the organization is important, it may not be as influential in promotion decisions as the other factors. This could be due to the multifaceted nature of organizational commitment, which might be influenced by numerous factors like job satisfaction, work environment, and personal values that could diversify its impact on promotion chances. This means that if one is proud to his/her company, building a good relationship to his/her co-worker and using or offering the company products to everyone, then the promotion probability is higher. This supports the findings of Woods and West (2010) [22] who define organizational commitment as the loyalty of an individual. Organizational commitment is concerned with the extent to which an individual which they have a positive relationship with their organization.

This concurs with expectation, there is a greater probability of getting promoted when one has a good attitude became companies refer to good attitudes from their workers. Attitude came first these other qualifications. In a nutshell, the study found that job involvement and efficiency are both positively and significantly correlated with promotions, evidenced by correlation coefficients of .284 and .301 respectively, with job efficiency having a slightly stronger influence on promotion likelihood than job involvement. While organizational commitment also shows a positive correlation with promotions, its influence is weaker compared to the other two factors, suggesting that while valued, it is not the predominant determinant in promotion decisions within organizations.

The negative but significant relationship between job involvement and year ( $r = -.291$ ;  $p = .000$ ) reveals that those who are tenured or have stayed longer are most likely promoted (as indicated by year). This is because they already have the attitude required on the job.

### 3. Synthesis of Findings

As shown in the tabulated data, certain job attitudes have a notable influence on the likelihood of receiving a promotion. Job involvement, marked by an employee's active engagement and interest in their work, shows a significant positive correlation with promotion prospects. Employees who demonstrate a high level of involvement are more likely to be noticed and considered for upward career movement.

Job efficiency emerges as an even more critical factor. The ability to perform tasks effectively and without unnecessary expenditure of resources is slightly more strongly associated with promotion than job involvement is. This suggests that organizations place a premium on efficiency, likely because it directly contributes to organizational productivity and effectiveness.

Organizational commitment, while positively related to promotions, has a less pronounced impact. Although

commitment to the company is evidently valued, it does not singularly predict promotional outcomes. This might be due to its more complex nature, as commitment can be influenced by various external and internal factors ranging from company culture to individual employee values.

The study proves that there is a significance between job attitudes and promotion. It highlights the importance of job involvement and efficiency as key attributes that organizations may look for when considering employees for promotions. This supports the findings of Boehlke (2015) [43] that having a good, positive job attitude, along with positive thinking, at work will reflect on what you do and make you a more productive employee. When employees continue to have a positive attitudes, there will be a higher probability that promotion happens. It also points to the need for companies to foster a work environment that supports these attitudes, potentially through targeted development and engagement initiatives, to enhance overall organizational performance and employee career satisfaction.

## V. SUMMARY, CONCLUSION AND RECOMMENDATION

This part discusses the overview of the problem, research design, and findings of the study. This also includes whether the postulated hypothesis was supported or not by the findings of the data collected. Conclusions and recommendations were also included in this part.

### 1. Summary

This study on Job attitudes and Promotion that was conducted by the researcher will be employed in the company and it will help us and the readers to know what is the attitude that will lead an employee to get his/her promotion. The researcher used a questionnaire to get the necessary information. The first part is they will answer about Job attitudes wherein there are 3 categories and under that, there are four questions that they will answer they will only rate Always to Never. The second part is they will indicate how many times they get promoted. To compute the data gathered we use the Pearson correlation.

The study was conducted in selected electronics companies in Metro Manila Philippines namely Advantix Marketing 35 employees answered the survey which is 5% of their total population. Affiliated Electronics Service Corporation (ASERCO) 45 employees 5%. Electronics Corporation {EMF} 90 employees 5%. KOLIN Electronics Co. Inc. 75 employees 5% and Gakken (Philippines) Inc. 60 employees 5%.

The following findings showed that out of 305 respondents, the sex of respondents show that there are more male than female respondents, 245 or 80.3% are males while 60 or 19.7% are females. In the position of the respondents, the findings show that 20, or 6.6% are in



supervisory while 285, or 93.4% are in the production staff. In the year the respondents started working in the company, 2013 many respondents started working with 51 or 16.7% and the least is 1990 and 1991 with 1 or .3%. In the age of the respondents, the oldest respondent is 52 while the youngest is 20. Job involvement has a mean of 3.6557 and ranges between sometimes too often, the correlation value between job involvement and promotion is .284 and it is significant at .000 and it is negative but significant between job involvement and year ( $r = -.291$ ;  $p = .000$ ). It means that the degree to which employees are mentally and emotionally invested in their work was shown to be positively correlated with the chances of promotion. This suggests that employees who are more absorbed in and enthusiastic about their tasks are more likely to be noticed and advanced to higher positions. However, this attitude was observed to diminish with longevity at the company, pointing to a potential decline in motivation or the novelty of the job over time.

Job efficiency has a mean of 4.2180 ranges between often to always, the correlation value between job efficiency and promotion is .301 and it is significant at .000 which means that the ability to perform work tasks competently and effectively, emerged as a slightly more influential factor than job involvement in predicting promotions. This is reflective of the organizational value placed on productivity and the ability to achieve results, which are key drivers of business success.

Organizational Commitment has a mean of 3.8623 ranges between often to always, the correlation value between organizational commitment and promotion is .190 and it is significant at .001. Also correlated positively with promotion, its influence was not as strong as job involvement or efficiency. This may be because while committed employees are valuable, promotions are more directly linked to how employees perform and engage with their jobs on a daily basis, rather than just their loyalty to the company.

The study's insights are particularly relevant for management and HR departments looking to design policies and programs that not only improve job performance but also retain talent through career development opportunities. For employees, the study highlights the importance of staying engaged and efficient at work to enhance their promotion prospects. Furthermore, the findings related to tenure and job involvement might encourage organizations to implement strategies to maintain or rekindle employee engagement as part of their long-term talent management strategy. Overall, the study contributes to a deeper understanding of employee advancement in the workplace and provides a foundation for further research in the field of human resource management.

## 2. Conclusion

The conclusion of this study encompasses a synthesis of the empirical findings regarding the impact of job attitudes on promotional outcomes within the electronics sector in Metro Manila, Philippines. The data derived from a significant sample of 305 employees across five reputable electronics companies have led to several compelling conclusions.

First, the positive correlation between job involvement and promotions underscores a critical insight: employees who demonstrate higher engagement with their work are more likely to ascend the organizational ladder. The decline in job involvement over time with increased tenure suggests a potential issue with long-term employee motivation, which companies may need to address to sustain a dynamic and ambitious workforce.

Second, job efficiency stands out as a slightly more influential predictor of promotions than job involvement. This emphasizes that organizations highly value the ability to execute tasks effectively and prioritize this attribute when considering employees for advancement. It resonates with the business imperative of maximizing productivity and efficiency within competitive industrial environments.

Fourth, the study also highlights that organizational commitment, while positively related to promotion, has a weaker correlation than the other job attitudes examined. This finding indicates that promotion decisions may be more immediately influenced by job performance and engagement rather than by the broader, and perhaps less tangible, sentiment of organizational loyalty.

Lastly, the non-significant correlation between job attitudes such as efficiency and commitment with tenure suggests that these attributes are intrinsic and stable over an employee's career span. This could imply that individual dispositions and professional ethos, once established, are less likely to be altered by the duration of service within a company.

Generally, this study reveals that job involvement and efficiency are crucial to career advancement. It serves as an important message for current and future employees to actively seek improvement in these areas. For employers, it stresses the importance of recognizing and nurturing these attributes to not only foster a culture of excellence and commitment but also to maintain a motivated workforce ready for future challenges. Additionally, the findings call for organizational strategies to keep tenured employees engaged, ensuring that the initial drive and enthusiasm are not lost as careers progress. Overall, the study contributes valuable insights into the nuanced relationship between job attitudes and career advancement, informing both employee behavior and organizational practices.



### 3. Recommendations

The researchers made the following recommendation based on the data gathered and the findings of the study.

#### 3.1 Enhance Job Involvement

Organizations should develop programs and policies that foster a deeper sense of job involvement among employees. Initiatives could include job enrichment programs, clear career pathways, regular feedback sessions, and opportunities for employees to participate in decision-making processes related to their work.

#### 3.2 Promote Job Efficiency

To capitalize on the strong link between job efficiency and promotions, companies should invest in training and development programs aimed at enhancing employees' skills and productivity. Additionally, implementing systems that recognize and reward efficiency could further motivate employees to perform at their best.

#### 3.3 Sustain Organizational Commitment

While organizational commitment has a less direct impact on promotions, it is still valuable for overall organizational health. Companies should strive to build a culture that aligns with employees' values and fosters loyalty, perhaps through corporate social responsibility initiatives, work-life balance policies, and transparent communication.

#### 3.4 Combat Decline in Job Involvement Over Time

Given that job involvement decreases with tenure, organizations need to create long-term engagement strategies. These could include continuous professional development, periodic role rotations, and milestone recognition programs to keep long-standing employees motivated and engaged.

#### 3.5 Tailor Retention Strategies for Tenured Employees

Since the study showed that job involvement decreases with tenure, organizations should tailor their retention strategies to address the changing needs and motivations of more experienced employees. This may involve offering advanced career development opportunities or flexible working arrangements.

#### 3.6 Leverage Analytics for Promotion Decisions

Organizations should use data analytics to understand the specific job attitudes that are most predictive of successful performance in various roles. This data-driven approach can help in making more informed promotion decisions and in identifying potential areas for individual or organizational improvement.

#### 3.7 Regular Assessment and Adaptation

Continuous assessment of the impact of job attitudes on promotions is recommended to ensure that the organization adapts to any changes in employee behavior or market conditions. This will help in updating the strategies accordingly to maintain a competitive and satisfied workforce.

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