

**Original Article**  
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## Promotion Analysis of General Staff at a Private University in Malaysia

### Authors' contribution:

- A. Conception and design of the study
- B. Acquisition of data
- C. Analysis and interpretation of data
- D. Manuscript preparation
- E. Obtaining funding

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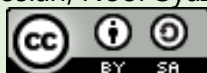
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**Abstract.** This study is aimed to investigate the perspectives of general staff at a private university pertinent to the increment of compensation and the current circumstances of their salaries. This study employed a survey-based approach with questionnaires to collect data concerning promotions among general university staff at a private university in the Klang Valley. The analysis revealed that 68.9 per cent, or 102 general staff, have not yet been promoted, while 36.5 per cent, or 54 general staff employees, have attained their maximum wages. The results indicated that the promotion of staff to a certain level of position in the organisation is deemed essential. Thus, this study suggests that an organisation, specifically a private university, must re-examine promotion and wage structures. The human resource department should apply the most appropriate improvement strategies aligned with its vision and mission. This is necessary to combat the destructive perceptions of employees toward the organisation.

**Keywords:** analysis; promotion; general staff; private university

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## INTRODUCTION

Students of all ages and backgrounds, regardless of race, religion, or culture, who are interested in obtaining a top-tier education tailored to the needs of their chosen profession sometimes choose to enrol in private universities (Roslan, 2020). People also place a high value on the state-of-the-art facilities offered by private universities. Despite the high quality of these private universities, surveys reveal that staff are dissatisfied with the rate at which they are promoted. This makes employees hopeless about the fairness of private universities recognised as higher education institutions in Malaysia (Ali et al., 2014). It is vital to determine immediately if the general staff is considering promotion to private universities. Similarly, the settlement systems should be modified so private university employees can trust and enjoy their jobs. Private universities must exert effort and be aware of how their employees feel about promotion dilemmas and how they perceive educational institutions to appear (Chin, Wafa & Hassan, 2018). This study assesses how private university employees in the Klang Valley feel about their employers promoting them, given the significance of this topic.

## PREVIOUS STUDIES

In this study, the independent variables were salary conditions and promotion opportunities. In order to advance one's career inside a company, promotion chances are required. To improve the quality of work, organisations should provide good career routes, fair promotion chances, and appealing pay conditions (Ch'ng, Chong, & Nakesvari, 2010). In a study conducted by Drafke and Kossen (2002), they concur that employee job satisfaction will increase when the firm provides a more transparent and more appealing vision of their future careers.

Department of Statistics Malaysia (2020) revealed that the current market wage rate of workers in Malaysia is significantly less than the average household expenditure. This case demonstrates the need for increasing each employee's present compensation. This rise is viewed as one of the progressive initiatives implemented to improve the living expenditures of Malaysian workers. If the rate of pay or salary is determined justly and orderly, it will also directly affect employees (Ahmad, Ismail & Ismail, 2007). Therefore, it is necessary to investigate this compensation scheme to assist employees in coping with the rising expense of living (Ahmad, Yussof & Zakaria, 2019).

A promotion opportunity is a possibility of being promoted from one position to a higher position after a period of service in an organisation (Dries et al., 2008). Employee promotions are based on several parameters, including the level of employment, length of service, job function, and wage grade (Weng et al., 2010). According to past research, if employees are granted a raise, they will experience job satisfaction and be able to boost the organisation's morale (Salamin and Hom, 2005). Additionally, the promotion will increase motivation and job satisfaction. This assertion is corroborated by a study conducted by Weng et al. (2010), which agreed that employees would demonstrate good job performance if they were rewarded with a promotion within a specific time frame. In doing so, this study will investigate if a low mean value indicates the system of promotion prospects in private colleges as perceived by employees.

## METHOD

This survey-based study adopted a quantitative approach. In doing so, a set of questionnaires was devised to collect data on promotions among general university employees at private institutions in the Klang Valley. This survey seeks participants from the general employee of each faculty and department of a private institution. The overall number of participants was 290. According to the study sample size calculation table developed by Krejcie and Morgan (1970), 165 respondents were selected for the study sample. The total number of respondents was determined using Krejcie and Morgan's sample size (1970). However, only 148 responses were obtained (representing 51.03 per cent of the entire sample size).

The unwillingness of personnel to engage in the performed survey is one of the obstacles to receiving respondents' opinions. Nevertheless, 51.03 per cent viewed the response rate setting as appropriate or fair based on Baruch's (1999) advice. For instance, Shanks-Meile and Dobratz (1995) deemed a response rate target between 50 and 60 per cent sufficient for the survey approach. In this study, Purposeful Sampling (Purposeful Sampling) was utilised, i.e., the questionnaire was only provided to respondents who engaged in the questionnaire distribution.

## FINDINGS

### Respondent Profile

Table 1 displays the gender, age, academic credentials, marital status, promotion status and has reached a maximum salary of all survey respondents. 50.7 percent ( $n = 75$ ) of respondents are female, whereas 49.3 percent ( $n = 73$ ) of respondents are male. In terms of age category, approximately one-third ( $n = 60$ ) of all respondents were between the ages of 31 and 40, followed by 31.8 per cent ( $n = 47$ ) of those aged 41 to 50. As for academic status, the group of employees with the highest SPM/Vocational/Skills Certificate is 45.3% ( $n = 67$ ), followed by the group with the highest STPM/Diploma/HND status, which is 23.6% ( $n = 35$ ). 79.1 per cent of the respondents were married ( $n = 117$ ), followed by 16 per cent of the respondents who were single ( $n = 24$ ). In terms of promotion status, those who were not promoted were the largest group at 68.9 per cent ( $n = 102$  individuals), followed by those who were promoted at 31.1 per cent ( $n = 46$  individuals).

**Table 1.** Respondent Profile

Description	Frequency (n= 148)	Percent (%)
Gender		
Male	73	49.3
Female	75	50.7
Age		
25 – 30 years	15	10.1
31 – 40 years	60	40.5
41 – 50 years	47	31.8
51 – 60 years	26	17.6
Academic Credentials		
SRP/PMR/PT3	41	27.7
SPM/Vocational/Certificates	67	45.3

STPM/Diploma/HND	35	23.6
Degree	3	2.0
Master	2	1.4
Marital Status		
Single	24	16
Married	117	79.1
Widow/Widower	7	4.9
Promotion Status		
Yes	46	31.1
No	102	68.9
Has Reached Maximum Salary		
Yes	54	36.5
No	94	63.5

### Employee Perspectives on Salary and Promotion Opportunities

Table 2 displays the mean and standard deviation for employee opinions on compensation conditions and prospects for advancement. Inadequate compensation (Mean = 3.81, Standard Deviation = 1.013) and wages not commensurate with employment (Mean = 3.2, Standard Deviation = 1.325) had the highest mean values.

**Table 2.** Mean and Standard Deviation for Employee Opinions on Compensation Conditions and Prospects for Advancement

Description	Mean	Standard
The current salary is too high	2.39	1.008
Insufficient salary	3.81	1.013
The salary is commensurate with the job	2.7	1.253
The salary is not commensurate with the job	3.2	1.325
The organization has a fair promotion policy	2.24	1.039
The organization makes a fair promotion decision	2.33	1.121

This study employs version 25 of the IBM SPSS software for data analysis. The organisation has a fair promotion policy (Mean = 2.24, Standard Deviation = 1.039) and makes fair promotion decisions (Mean = 2.33, Standard Deviation = 1.112), according to the collected data. A low mean score suggests that employees believe the organisation has promotion policies and makes fair decisions. This suggests that employees have a negative disposition toward organisational policies and promotion decisions.

### CONCLUSION

This study indicated that employees at private universities tend to have unfavourable attitudes toward promotions by their employers. This study advises that educational institutions, particularly private universities in this study, analyse all efficiency techniques in awarding promotions to general staff to improve the quality of their personnel. This is essential to combat employees' unfavourable opinions of private institutions and enhance the reputation of outstanding private universities.

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