

# Job Performance and Promotion of Employees in a Selected Government Hospital in Jolo, Sulu: A Basis for Strategic Planning

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## ABSTRACT

This study examined employee job performance and promotion practices in a selected government hospital in Jolo, Sulu, as a basis for strategic planning. Using a quantitative descriptive-correlational design, data were gathered from 122 regular-status hospital employees through a researcher-developed questionnaire validated by experts and administered using a five-point Likert scale. Descriptive statistics and Pearson product-moment correlation were used to analyze the data. Findings showed that the respondents were mostly female (68.03%) and college graduates (70.49%), with a mean age of 32.41 years and an average length of service of 7.60 years. Employee job performance was rated very high across task performance, quality and safety performance, communication and interpersonal performance, and adaptive performance.

Employee promotion practices were rated high, indicating that promotion procedures were generally perceived as fair, merit-based, and aligned with qualifications and organizational policies. Pearson correlation analysis revealed significant positive relationships between employee promotion practices and all job performance dimensions, particularly task performance. The study concludes that transparent and merit-based promotion practices are associated with stronger employee performance and may help sustain quality healthcare service delivery. A strategic plan was proposed to strengthen professional development, communication and teamwork, adaptability, promotion transparency, and career development in the hospital.

**Keywords:** *employee job performance; promotion practices; healthcare workforce; government hospital; strategic planning; human resource management*

## INTRODUCTION

Healthcare institutions depend on employees who can perform their duties competently, communicate effectively, adapt to changing demands, and maintain patient safety. In hospital settings, employee performance directly influences service quality, patient satisfaction, and organizational effectiveness. Healthcare workers who are motivated, present, and professionally committed are essential to the delivery of quality care (World Health Organization [WHO], 2020; Dieleman et al., 2021). Conversely, poor employee performance may result in reduced productivity, increased operational costs, and weaker service outcomes (Pinzone et al., 2019).

Employee performance is also closely related to the way institutions recognize competence and provide career advancement. Promotion practices function as human resource mechanisms that reward qualifications, experience, merit, and sustained work contribution. When promotion processes are perceived as fair and transparent, employees may be encouraged to improve their work quality, professional attitude, and commitment to institutional

goals (Batse, 2025; Ratemo et al., 2021). In contrast, unclear or unfair promotion practices may reduce morale and create dissatisfaction in the workplace (Mwamwala et al., 2022).

In public hospitals, where human resources are often expected to deliver quality services despite demanding workloads and limited resources, understanding the relationship between job performance and promotion practices is particularly important. The selected government hospital in Jolo, Sulu serves a public healthcare role, making employee competence and equitable human resource management essential to organizational performance. This study therefore examined employee job performance and employee promotion practices in a selected government hospital in Jolo, Sulu as a basis for developing a strategic plan. Specifically, it described the demographic profile of respondents, assessed job performance across four dimensions, determined the level of promotion practices, examined the relationship between performance and promotion, and proposed a strategic plan for improvement.

## **Literature Review**

### ***Employee job performance***

Employee job performance refers to how well employees carry out assigned duties in accordance with organizational standards and goals. It reflects accumulated work-related behaviors demonstrated over time and across different situations (Sabirin, 2021). In public service institutions, employee performance is often treated as an indicator of how effectively services are delivered to the community (Batse, 2025). In healthcare organizations, effective performance is particularly important because employee behavior has implications for patient care, safety, and institutional credibility.

Task performance involves the accurate, timely, and standards-based completion of core job responsibilities. It directly contributes to operational efficiency and service continuity (Koopmans et al., 2020). Quality and safety performance refers to the ability of employees to carry out duties while minimizing errors, observing safety standards, and protecting patients from harm. WHO (2021) emphasizes that patient safety and quality of care depend on consistent adherence to established protocols. Communication and interpersonal performance involve clear communication, teamwork, respect, and collaboration, which are critical in preventing work-related errors and maintaining coordinated care (Manser, 2021). Adaptive performance refers to the ability of employees to adjust to changing procedures, emergencies, increased workloads, and unexpected conditions. In hospitals, adaptability supports continuity of service in dynamic and high-pressure environments (Pulakos et al., 2020).

### ***Employee promotion practices***

Employee promotion refers to advancement to a higher position, generally involving greater responsibility, recognition, and benefits. Promotion decisions are commonly based on experience, skills, qualifications, and performance (Dosumu et al., 2021; Ogini, 2020). Merit-based promotion practices can improve morale, productivity, efficiency, and teamwork when employees perceive the system as fair and transparent (Mwamwala et al., 2022). Studies also suggest that promotion opportunities encourage employees to improve competencies and professional behavior, thereby supporting organizational productivity and service delivery (Qalati et al., 2022).

### ***Relationship between performance and promotion***

Previous studies generally identify job promotion as a factor associated with employee performance. Promotion systems based on merit and competence may enhance motivation, commitment, and work effort (Batse, 2025). In healthcare settings, fair promotion practices have been linked to employee morale and loyalty (Irzani et al., 2025), while promotion implementation has been found to significantly influence employee performance (Girsang et al., 2025). However, the effect of promotion on performance may be weakened when promotion systems lack transparency or objectivity. These findings suggest the importance of examining both variables within a specific organizational context.

### ***Theoretical framework***

This study was anchored on Systems Theory and Human Capital Theory. Systems Theory views organizations as interconnected components where employees, management practices, policies, and institutional

outcomes influence one another (von Bertalanffy, 1968). Within a hospital, promotion systems and employee performance function as related components of the organizational system. Human Capital Theory emphasizes that employees' knowledge, skills, competencies, and performance represent valuable organizational resources (Becker, 1964). From this perspective, promotion practices serve as mechanisms for recognizing and maximizing employee capabilities. Together, these theories support the assumption that fair promotion practices and employee performance are important elements of effective hospital management.

## **METHODS**

### **Research Design**

The study employed a quantitative descriptive-correlational research design. This design was appropriate because the study described employee job performance and promotion practices as they naturally occurred and examined the statistical relationship between the two variables without manipulation. The correlational results served as an empirical basis for developing a strategic plan for improving employee performance and promotion practices in the hospital setting (Creswell & Creswell, 2018; Polit & Beck, 2021).

### **Research Locale**

The study was conducted in a Level 1 Department of Health-retained government hospital with a 75-bed capacity located in Jolo, Sulu. Jolo serves as the provincial capital and a major access point for public healthcare services for residents of the municipality and nearby areas. The hospital was considered an appropriate locale because it provides primary healthcare services and employs personnel from varied clinical, administrative, and support departments.

### **Participants and Sampling Technique**

The participants were 122 regular-status employees of the selected government hospital who were officially employed as of December 2025. Respondents were selected using purposive sampling based on two criteria: they were regular-status employees and had at least one year of work experience in their current position. These criteria ensured that respondents had sufficient familiarity with hospital operations, job performance expectations, and promotion practices.

### **Research Instrument**

A researcher-developed questionnaire was used to collect the data. The instrument had three sections: demographic profile, employee job performance, and employee promotion practices. Job performance was measured in terms of task performance, quality and safety performance, communication and interpersonal performance, and adaptive performance. Promotion practices were measured in terms of fairness, merit basis, policy compliance, non-discrimination, skills-position matching, and orientation of newly promoted staff. Responses were rated using a five-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument underwent content validation by experts in healthcare management, human resource management, and research methodology. Reliability was assessed through pilot testing, with a Cronbach's alpha coefficient of 0.70 or higher considered acceptable (DeVellis, 2021).

### **Data Gathering Procedure**

Before data collection, the researcher secured ethical approval and formal permission from the hospital administration. The researcher coordinated with department heads or designated representatives to facilitate questionnaire distribution. An informed consent form was attached to the questionnaire, explaining the study purpose, procedures, voluntary nature of participation, possible risks and benefits, and confidentiality measures. The self-administered questionnaires were distributed personally and completed within approximately 15 to 30 minutes. Completed questionnaires were retrieved, checked for completeness, encoded, and prepared for analysis.

### Data Analysis

Data were analyzed using JAMOVI and other available statistical software. Frequency and percentage were used to summarize demographic variables. Mean and standard deviation were computed to describe job performance dimensions and promotion practices. Pearson product-moment correlation was used to determine the strength and direction of the relationship between promotion practices and the dimensions of employee job performance. Statistical tests were interpreted at the 0.05 level of significance (Field, 2022; Schober et al., 2018).

### Ethical Consideration

Ethical principles were observed throughout the study. Respondents were informed about the purpose and procedures of the research, and participation was voluntary. They were also informed that they could refuse or withdraw without penalty. Confidentiality and privacy were maintained by reporting responses in aggregate form. Completed questionnaires and electronic files were securely stored and accessed only by the researcher. The study followed ethical principles aligned with the Declaration of Helsinki and the Data Privacy Act of 2012.

## RESULTS AND DISCUSSION

### Profile of the respondents

The respondents were 122 regular-status employees from different hospital departments. Table 1 shows that the majority were female and college graduates, indicating that the workforce was largely composed of professionally trained personnel. Nurses formed the largest occupational group, followed by administrative officers or assistants, nurse attendants, and doctors.

Table 1. *Demographic profile of respondents in the selected government hospital in Jolo, Sulu (n = 122)*

Variable	Category	Frequency	Percentage/Mean
Sex	Male	39	31.97%
Sex	Female	83	68.03%
Educational attainment	Elementary	2	1.64%
Educational attainment	College	86	70.49%
Educational attainment	Postgraduate	34	27.87%
Current position	Nurse	45	36.89%
Current position	Administrative officer/assistant	18	14.75%
Current position	Nurse attendant	12	9.84%
Current position	Doctor	11	9.02%
Current position	Other clinical/support roles	36	29.50%
Age	Mean (SD)		32.41 (13.76) years
Length of service	Mean (SD)		7.60 (5.88) years

The predominance of female respondents reflects the common staffing pattern in healthcare institutions, particularly in nursing and patient care roles (Halcomb et al., 2018). The high proportion of college and postgraduate respondents suggests that the hospital workforce possessed academic qualifications needed for professional healthcare practice. The mean age of 32.41 years and mean length of service of 7.60 years indicate a relatively young but experienced workforce, combining professional training with practical work exposure.

### Level of employee job performance

Employee job performance was assessed across four dimensions: task performance, quality and safety performance, communication and interpersonal performance, and adaptive performance. Table 2 summarizes the results.

Table 2. *Summary level of employee job performance in the selected government hospital*

Dimension	Overall Mean	Verbal Interpretation	Highest Indicator	Lowest Indicator
Task performance	4.66	Very High	Following job-related instructions (M = 4.77)	Completing assigned duties on time (M = 4.55)
Quality and safety performance	4.77	Very High	Avoiding patient risk and errors (M = 4.84)	Reporting safety issues or risks (M = 4.70)
Communication and interpersonal performance	4.76	Very High	Treating patients and colleagues with respect (M = 4.87)	Sharing important information with healthcare staff (M = 4.58)
Adaptive performance	4.59	Very High	Willingness to learn new skills (M = 4.85)	Staying calm and focused during stressful situations (M = 4.48)

The very high rating for task performance indicates that employees consistently completed their core responsibilities, followed procedures, and performed assigned duties accurately. This supports the view that task performance contributes directly to operational efficiency and reliable service delivery (Koopmans et al., 2020). The very high quality and safety performance suggests strong adherence to patient safety guidelines, infection control practices, and accuracy in patient-related tasks, which are critical to safe care delivery (WHO, 2021).

Communication and interpersonal performance also received a very high rating, indicating that employees demonstrated respect, teamwork, and clear communication with patients and colleagues. This is important because effective communication reduces work-related errors and strengthens patient safety (Manser, 2021). Adaptive performance was likewise very high, showing that employees were willing to learn, adjust to new policies, and continue working effectively despite unexpected demands. However, the lowest indicator in adaptive performance was staying calm and focused during stressful situations, suggesting that stress management and resilience-building may still be strengthened.

### Level of employee promotion practices

The level of employee promotion practices in the hospital was rated high, with an overall mean of 4.04. Table 3 presents the summary of promotion indicators.

Table 3. *Level of employee promotion practices in the selected government hospital*

Indicator	Mean	Verbal Interpretation
Promotion processes are fair	3.98	High
Promotion is based on qualifications and experience	4.01	High
Best candidates for promotion are selected	3.93	High
Newly promoted staff receive proper orientation	4.22	Very High
Promotions are merit-based	3.98	High
Promotion is free from discrimination	4.01	High
Promotional policies are followed	4.15	High
Promotion decisions match employees' skills and abilities	4.05	High
Overall Mean	4.04	High

The highest-rated indicator was the provision of proper orientation to newly promoted staff, suggesting that the hospital provides guidance to employees who assume new responsibilities. The lowest-rated indicator was the selection of the best candidates for promotion, although it remained within the high category. This result indicates that promotion practices were generally perceived as fair and merit-based, but there is still room to strengthen

transparency, communication of criteria, and confidence in candidate selection. Promotion systems that are perceived as fair can increase employee motivation, commitment, and organizational effectiveness (Ratemo et al., 2021; Qalati et al., 2022).

**Relationship between employee job performance and promotion practices**

Pearson correlation analysis showed that employee promotion practices were significantly and positively related to all dimensions of employee job performance. Table 4 summarizes the correlation coefficients.

Table 4. *Pearson correlation between employee promotion practices and job performance dimensions (n = 122)*

Job Performance Dimension	r-value	p-value	Interpretation
Task performance	.287	0.001	Significant positive relationship
Quality and safety performance	.204	0.024	Significant positive relationship
Communication and interpersonal performance	.218	0.016	Significant positive relationship
Adaptive performance	.226	0.012	Significant positive relationship

The results indicate that employees who perceived promotion practices as fair and properly implemented tended to report higher levels of job performance. The strongest relationship was observed between promotion practices and task performance, suggesting that transparent advancement systems may encourage employees to perform assigned duties more consistently. Although the correlations were weak to moderate, their positive direction supports the idea that promotion practices can contribute to improved work behavior, motivation, and commitment. These findings are consistent with studies indicating that merit-based promotion can support employee morale and performance in organizational and healthcare contexts (Batse, 2025; Girsang et al., 2025; Irzani et al., 2025).

**Proposed strategic plan**

Based on the descriptive and correlational findings, the study proposed a strategic plan focused on sustaining the very high level of employee job performance while strengthening promotion practices. The plan addresses professional competency, communication, adaptability, promotion transparency, and career development.

Table 5. *Proposed strategic plan to enhance employee job performance and promotion practices*

Plan Area	Objective	Core Processes	Time Frame	Persons Involved	Budget
Professional development	Enhance employees' skills, knowledge, and competence	Conduct trainings, seminars, and continuous learning activities	Quarterly	HR Office, department heads, training committee	PhP 120,000/year
Communication and teamwork	Improve teamwork, collaboration, and communication	Conduct team-building activities and promote feedback systems	Semi-annual	Department heads, HR Office, team leaders	PhP 80,000/year
Adaptability support	Strengthen employees' ability to adapt to changes	Conduct orientation, emergency preparedness, stress management, and wellness activities	As needed	Administration, department heads, wellness team	PhP 60,000/year
Promotion transparency	Ensure fair and merit-based promotion	Review policies, document processes, conduct fair evaluation, and provide feedback	Annual	HR Office, promotion committee, leadership	PhP 40,000/year
Career development	Support career growth and development	Provide mentoring, coaching, career pathways, and career planning sessions	Annual	HR Office, department heads, mentors	PhP 70,000/year

The proposed strategic plan responds directly to the findings. Since job performance was already very high, the plan emphasizes sustaining competence through regular training and continuous learning. Since promotion practices were rated high rather than very high, the plan gives special attention to transparency, documentation, policy review, and feedback. The plan also addresses the relatively lower indicators identified in the findings, such as timely completion of assigned duties, reporting safety issues, information sharing, staying calm during stressful situations, and confidence in selecting the best candidates for promotion.

## CONCLUSION

The study concluded that the workforce in the selected government hospital in Jolo, Sulu was largely composed of professionally trained employees, mostly female and college graduates, with several years of practical hospital experience. Employees demonstrated very high job performance across task performance, quality and safety performance, communication and interpersonal performance, and adaptive performance. These findings indicate that hospital personnel generally carried out their duties effectively, followed safety and quality standards, communicated professionally, and adapted to workplace demands.

Promotion practices were implemented at a high level, suggesting that employees generally perceived the promotion system as fair, merit-based, and aligned with qualifications, competencies, and organizational policies. However, the lower rating for selecting the best candidates for promotion indicates that transparency and confidence in promotion decisions can still be improved. The significant positive relationships between promotion practices and all dimensions of job performance show that fair and transparent promotion systems are associated with better employee performance. Overall, sustaining high job performance and strengthening promotion practices are essential to effective hospital operations and continuous quality healthcare service delivery.

## Recommendations

Based on the findings and conclusions, the hospital administration should continue strengthening employee development programs that sustain professional competence, patient safety, communication, teamwork, and adaptability. Regular training and mentoring activities should be institutionalized to help employees maintain high performance and respond effectively to changing healthcare demands.

Hospital management should also review and strengthen promotion policies to ensure that promotion processes remain fair, transparent, merit-based, and clearly communicated to all employees. Clear criteria, proper documentation, feedback mechanisms, and orientation for promoted staff should be consistently implemented to increase employees' trust in the system.

The Human Resource Office may implement performance-based recognition, career development pathways, and coaching programs to support employee motivation and advancement. Future researchers may conduct similar studies in other healthcare institutions and include additional variables such as job satisfaction, organizational support, leadership style, and employee motivation to further explain the factors influencing job performance and promotion practices in healthcare organizations.

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