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“A STUDY OF PROMOTION PROCESS MANAGEMENT”

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ABSTRACT:-

The employees are given promotions to higher posts and positions as and when vacancies or posts are available or created at the higher levels in the business organization. They can be filled up by internal sources or external sources.

KEYWORDS: Business organization, process management.

INTRODUCTION

If business organization prefers to fill up the vacancies by the external candidates through the recruitment and selection process or procedure, the internal candidates may also apply for the posts which are advertised for the promotion and they may be tested and selected for a higher level post in the hierarchy of business organization. But only upward movement of an employee is not called promotion.

OBJECTIVES OF THE STUDY:

1. To study the Concepts of Promotion
2. To study the essential Purpose and requirements of promotion
3. To study the Policies and Principles of Promotion
4. To study the advantages and disadvantages of promotion
5. To suggest the ways and measures for the rational in Promotion Process.

DATA COLLECTION:

This research paper totally depends upon secondary data, which is collected through the various published books on management and human resource management, research papers published by the various researchers and experts in different seminars and workshops at national and international level, news papers, journals dedicated to the human resource management, own perception and self working experience.

ANALYSIS AND INTERPRETATION:

Promotion means higher position to an employee who carries higher status, more responsibilities and higher salary and respects.



"Promotion is advancement of an employee to a better job better in term of greater responsibility, more prestige and status, greater skill and especially increased rate of pay or salary." Promotion involves improvement and increase in the pay, prestige, position and corresponding responsibilities of an employee. Promotion is the assignment of a higher level job to employee with delegation of corresponding authority and responsibilities to perform the higher level work and increment in salary.

PROMOTION POLICY:

The promotion policy of the business organization should be fair, impartial and fixed on some definitely bases of promotion. Some business organization accept seniority as the base where as some accept ability as the base of promotion. Promotion policy should be as per the following:

The promotion policy should be clear and definite. It should clearly state that whether the promotion should be granted from within the business organization or not. The promotion policy should encourage the internal mobility of employees from one department to another department. Thus, the capable and competent employees will be promoted for opportunities in other levels. The vacancies to be filled in through promotions should be published on notice board of the business organization well in advance so as to provide equal opportunities from all categories of job and it will enable the employees to apply within the given date. Suitable training program should be developed to prepare the employees for promotion. The employees should be given right to appeal against any particular case of promotion. There should not be any compulsion on the employee to accept any promotion. It should be left to the discretion of the employees. The stages of promotion in the business organization should be well defined. These should be designed or formulated with the help of job analysis. The competence of employees should be given due consideration along with the seniority of service in the business organization.

NEED AND OBJECTIVES OF PROMOTION:

1. To utilize the employee's skill knowledge at the appropriate level in the business organizational hierarchy.
2. To develop competitive spirit and inculcate the zeal in the employees to acquire the skill, knowledge etc. which required for the higher level jobs.
3. Changes in job structure, job design, job grouping, technology, mechanization etc, resulting in job demand. Expansion and diversification of production or operations adding different lines of auxiliary supportive activities.
4. To develop competent internal source of employees ready to take up responsibilities at higher levels of the business organization in the changing environment.
5. To promote employees' to acquire new skills and knowledge for the self development and to make themselves await their turn of promotions and this process is reduces the cost on labour turnover of the business organization.
6. To create and promote a feeling of contentment with the existing conditions of the business organizations and a sense of belongingness.
7. To promote interest in training, development programs and work in team for the geographical expansion and diversification of the business organization.
8. To build loyalty and to boost morale and to reward committed and loyal employees.
9. It creates and increases the interest of other employees in the business organization as they believe that they will also get their turn.
10. Introduction of creative and innovative ideas in all the areas of management and business organization levels results in increase in job demands, changes in employee skill, knowledge, abilities, aptitude, values etc. Changing demands of trade unions regarding protecting the interests of their members and changing government role in human resource development are created numbers problems and difficulties before management of the business organization and to cope with all those problems and difficulties there is a need of clear policy of promotion.
11. To get rid of the problems created by the leaders of workers' unions by promoting them to the officers' levels where they are less effective in creating problems.

12. Promotion places the employees in a position where skills and knowledge of an employee's can be better utilized.
13. Promotion increases interest in the mind of employees in acquiring higher qualifications, training and self development with a view to meet the requirements of promotion.
14. It improves morale and job satisfaction ultimately it improves organizational health.

TYPES OF PROMOTION:

In a lifetime of every employee of a business organization there may arise opportunity of promotion. As we already explain above, promotion involves high status, high responsibility and increasing salary as compare than the non promotion position. But it is not happened in all cases of promotion. In certain cases, only salary increases and other things stay as it is or only responsibility increases and salary and status stay remain the same. Depending on above the situation promotion may be classified as per the following different types:

1. HORIZONTAL PROMOTION:

In this type of promotion includes an increase in responsibilities and salary too but the employee does not shifted one position to other position, only designation change. 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. This is an only upgrading of position and therefore it is called as horizontal promotion.

2. VERTICAL PROMOTION: In this types of promotion involves greater responsibilities, increases salary, high status and together with change in the nature of work.

3. DRY PROMOTION: In this type, promotion is given in lieu of increase in salary or remuneration. Designations are different but there is no change in responsibilities. In such a promotion the employee who has given promotion may be one or two increments.

4. PAPER PROMOTION: Paper promotion happens on seniority of employee in government or organized 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 or on deputation. Paper promoted employee draws salary pertaining to job in another Department

BASES OF PROMOTION:

Following are the bases which are taken into consideration when promotion process is implemented in the various business organizations.

1. Seniority or length of service of employees.
2. Merit it includes employee skills, knowledge and ability.
3. Educational and technical qualification.
4. Performance of an employee.
5. Career and succession plan of the business organization.
6. Motivational strategies of company.
7. Training Programs arranged with a view changing business environment

ADVANTAGES OF PROMOTION:

Promotion benefits both employees and the business organization. However, it needs to be made with a great caution. Wrong or out of the rules and regulations or out of the business organization promotion policy promotion process may invite wrong implications for the organization. Therefore the promotion is like a double-edged weapon on the part of business organization or for employees. Hence, every business organization needs to take very care with a suitable promotion policy for its employees. Following are advantages of promotion to business organization and to employees.

1. Promotion shifted the employees in a position where the skills and knowledge of employee can be utilized at

- optimum level for the benefit of business organization and the employee for better future career opportunities.
2. Promotion creates and increases the interest of the other employees in the business organization as they believe that they will also get their turn of promotion.
 3. Promotion creates a feeling of satisfaction with the existing conditions of work and employment in the mind of employees.
 4. The feeling of promotion increases interest in the mind of employees to acquire higher qualifications, skills, knowledge, training and self development with a view to meet the requirement of promotion opportunities in future.
 5. Promotion improves employee morale and job satisfaction and ultimately it improves business organizational health.

PROBLEMS WITH PROMOTION PROCESS:

Promotions benefit the employee and the organization but it creates certain problems too. The problems with promotion process are given as per the following.

1. Some employees who are not promoted will become disappointed when their colleagues with similar qualifications and experience are promoted.
2. Employee may develop negative attitude and reduce their contributions to the organization and prevent organizational and individual advancement.
3. There is a general tendency that employee accept promotion. But there are several incidents where employees refuse promotions.
4. Promotion include promotion in salary, authority, responsibilities together with transfer to an upward place but sometimes employee feels that he will be incompetent to carry out the job, unwanted responsibilities hence he .
5. The other problems associated with indispensability in the present job and inequality in promotional in different departments, regions and categories of jobs.

SUGGESTION AND CONCLUSIONS:

Promotion process plays a very significant role in the business organization to achieve its goals and objectives. It is very important to evaluate the total performance of the organization and its employees on regular basis. It helps to organization and employees to where we are and where to go. They can take appropriate remedial measures about solving the problems that they are faced. But this process should be rational otherwise it will cause to ruin the whole future career of the employees or may create industrial disputes conflicts, strikes in the organization.

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