



A Study on Perception About Promotion among the Employees in the Public Sector Organization

KEYWORDS

Perception, Promotion, Public Sector Organization

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ABSTRACT *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 higher level job responsibilities is called a promotion. The concept of promotion plays a source of motivation for the employee. The quality of work is always go along with the assurance of promotion and it means that if the employees are assured with promotion then they always contribute at their maximum level in the present job. Therefore the concept 'promotion' plays one of the important roles in the context of Human Resource Management. The present study aims to understand the level of perception on promotion among the employees in the public sector organization in Salem. The result shows that there is medium level of perception about promotion prevails among the employees.*

Introduction

Promotion is considered as one of the most important components of employer-employee relations. As far as a worker is concerned, a promotion is not only an expression of gratitude and reward for effort, but also a chance for self-fulfillment and career advancement, satisfying an individual's need for achievement and success. However, for an organization, a promotion is both an expression of gratitude and a motivational tool. There is no doubt that promotions bring the additional benefit of "binding" the worker to the organization and preventing "brain drain". Promotion is a positive necessity for an organization and is one of the most important tools in Human Resource Management (Bore, 1997) It was found that a lack of promotion opportunities, flawed promotion processes or a perception of unfairness in the promotion decisions, are related to a low level of performance, a low level of loyalty and commitment and high turnover and absenteeism. Furthermore, it negatively affects employees' wellbeing and performance. The satisfaction of self-actualization in the workplace is enhanced by creating opportunities for promotion, allowing autonomy, providing challenging assignments and the optimal utilization of individual's ability. This is specifically prevalent in the case of top management where the factors mentioned above impact positively on employee job performance and job satisfaction (Arnolds & Boshoff, 2001).

Baker, Jensen and Murphy (1988) argue that 'promotion-based incentive schemes have many disadvantages and few advantages relative to bonus-based incentive schemes'. MacLeod and Malcolmson (1988) predict that employees will sort into ranks according to ability; the people that get promoted are those for which their ability justifies their effort for working hard and being promoted. Fairburn and Malcolmson (1994) model a case where the firm would like to sort employees into different jobs. They note that it is generally a manager who reports on employees' performance and recommends bonuses, and that these managers may be susceptible to 'influence activities' on the part of employees that may make the promotions inefficient in the sense that more employees could be promoted than would be optimal. However, if promotions are used in conjunction with bonuses to sort employees into different jobs, then even when influence is possible, effort will be increased. In order to understand the perception about the promotion in the public sector undertaking, the present study has been conducted among the employees in Salem Steel Plant. This type of study is needed by the management of public sector organization. So that will help the respondents to involve more in their given work. In this way the present study assumes great significance in the

present study.

Methodology

Salem Steel Plant is a unit of Steel Authority of India Limited (SAIL), a Government of India Enterprise, with its Head Quarters located in New Delhi and it was inaugurated in the year 1982. The unit of analysis for the present study is the employees, who are working in the Salem Steel Plant, Salem. There are 1008 employees working in different departments and for analysis purpose the departments are stratified into three broad categories like 1.Cold Rolling Mill (CRM), 2.Hot Rolling Mill (HRM) and 3.Other Departments like Metallic Services, Annexing Pickling Line (APL), Central Electrical Maintenance (CEM), and Central Mechanical Maintenance (CMM). From these 1008 employees, there are 101 respondents selected by using Proportionate stratified random sampling method. It decided to select 10 percent of respondents from the universe and after fixing the sample size it is decided to classify the different departments; the 101 respondents are selected by randomly from these three strata. From the selected respondents, the required information is obtained with the help of structured questionnaire. The structured questionnaire consists of personal information like age, education, income, years of experiences, name of the department and promotion. Promotion has been measured with four statements which include three positive and one negative statement. The respondents responses are measured with five-point scale and the responses are assigned with respective scores as: strongly disagree, agree, neutral, disagree and strongly disagree. For negative statements reverse scoring pattern has been followed. For data analysis, the percentile score, mean score and standard deviation have been used. The present paper is descriptive as well as analytical in nature.

Results and Discussion

Table No.1: Socio-economic conditions of the Respondents

Socio-economic Variables	No of respondents	Percentage
Age		
31-47	52	51
48-58	49	49
Education		
Post Graduate	07	06.9
Under Graduate	78	77.2
Higher Secondary	02	02.0
SSLC	14	13.9

Name of the Department		
CRM	48	47.6
HRM	26	25.7
Others	27	26.7
Years of Experiences		
15-25	51	50.5
26-39	50	49.5
Monthly Income (in Rs.)		
17000-25000	30	29.7
25000-35000	64	63.4
35000-45000	07	06.9

The socio-economic conditions of the respondents are measured with five dimensions viz., age, education, name of the department, years of experiences and monthly income. The Mean age of the respondents works out to 46.56 years with a Standard Deviation of 6.32. With regards to education the mean years of schooling of the respondents works out to 14.38 with a Standard Deviation of 1.89. While considering the department more than two-fifth of the respondents 47.6% are CRM department, one-fourth of the respondents 26.7% are HRM department and remaining 25.7 per cent of the respondents are belongs to other department. These respondents are working in the Salem Steel Plant in an average 24.90 years with a Standard Deviation of 5.75. The mean monthly income of the respondents works out to 33,548.92 with a standard division of 2458.36.

Table No.2
Distribution of the Respondents based upon their Responses on Promotion

S. No.	Statements	S.A.*	A.*	N*	D.A.*	S.D.A.*	Total (%)	Mean (S.D.)
1.	There is really too little chance for promotion on my job**	-	17 (16.8)	65 (64.4)	19 (18.8)	-	101 100	2.98 (0.600)
2.	Those who do well on the job stand a fair chance of being promoted	3 (3.0)	17 (16.8)	48 (47.5)	33 (32.7)	-	101 100	2.90 (0.781)
3.	People get ahead as fast here as they do in other places	5 (5.0)	18 (17.8)	49 (48.5)	27 (26.7)	2 (2.0)	101 100	2.97 (0.854)
4.	I am satisfied with my chances for promotion	15 (14.9)	20 (19.8)	39 (38.6)	18 (17.8)	9 (8.9)	101 100	2.64 (0.955)
Overall Mean Score (SD): 11.49 (2.11)								

*- S.A: Strongly Agree, A: Agree, N: Neutral, D.A.: Disagree, S.D.A: Strongly Disagree.
**- Negative Statements

While considering the statement 'there is really too little change for promotion on my job', nearly two-third of the respondents (64.4 %) took neutral stand, and 18.8 per cent of the respondents disagreed and 16.8 per cent agreed with the statement. The analysis shows that nearly one-fifth of the respondents (16.8%) think that there is only little possibility to get promotion in their present position. These respondents

are in the verge of retirement and that is the main reason for these respondents to respond negatively to the statement.

With regard to the statement 'those who do well on the job stand a fair chance of being promoted', nearly half of the respondents(47.5 %) neither agreed nor disagreed, nearly one-third of the respondents (32.7 %) disagreed and nearly one-fifth of the respondents (16.8 %) agreed the statement. The responses indicates that, around one-third of the respondents (32.7%) negatively responded and it means they think that there is less chance of promotion even a person performed well in his job. From the above inferences, it may be concluded that whenever a person performed a wonderful job he may be given with incentives, additional increment, holiday package and bonus. Even though it is not possible in the public sector but such kind of positive measures may be introduced in order to appreciate the employees who done a great job and such kind of appreciation not only influence the concerned employee to work more but also others.

As far as considering the statement 'people get ahead as fast here as they do in other place', nearly half of the respondents (48.5 %) responded neutrally, more than one-fourth of the respondents (26.7 %) disagreed, and nearly one-fifth of the respondents (17.8 %) agreed to the statement. This statement is comparative one and it means that the possibility of equal chances of promotion in the selected organization and other similar organization. But more than one-fourth of the respondents responded (28.7%) negatively to the statement either disagreed or strongly disagreed. These respondents think that there is little chance of promotion in their job with compare to other public sector organization and at the same time these respondents are in the verge of retirement and that is the main reason they responded like these.

For analyzing the statement 'I am satisfied with my chances for promotion' nearly two-fifth of the respondents (38.6 %) expressed neutral opinion, 34.7% per cent of the respondents agreed, and 9.9 per cent of the respondents agreed to the statement. The above responses indicate that more than one-fourth of the respondents (26.7%) negatively responded to the statement because they are in the verge of retirement. So the chance of promotion is less for these respondents. Therefore they responded negatively to the above statement.

Conclusion

When the present job offers opportunity of promotion in future, it provides more satisfaction. When the opportunity for such promotion is lacking, it reduces satisfaction. It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment but they also attach importance to the opportunities for promotion that these job offers. In the present study, there are four statements used to measure the dimension 'promotion' which includes three positive statements and one negative statement. For these four statements respondents secured a minimum score of 7 and a maximum score of 18 with a mean score of 11.51 and a standard deviation of 2.11. The mean score of the respondents show that there is a medium level of perception prevailing among the respondents about the choices of promotion. Therefore, the management must give chances of promotion to each and every employee even the employee is in the verge of retirement.

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