

CHAPTER VI

TRANSFER AND PROMOTION

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This chapter of Transfers and Promotions is presented in two different parts. The first part covers practice followed in Menon Piston Ltd. for transferring employees is covered whereas in the second part, policy followed at Menon Piston Ltd. for promoting employees is discussed.

PART I - TRANSFERS

6.1 Introduction

The purpose of transfer is better utilization of existing manpower. Workers, Supervisors, managers are transferred, when a particular department requires a Person with specific experience or to cope with additional workload in that department. Whenever a foreign collaboration takes place and new products are to be developed and manufactured, experienced persons are transferred to take those challenging assignments. Replacement is done either by recruiting fresh persons or by promoting experienced persons. However, this replacement is done or not given immediately as efforts are made to distribute the work of the person transferred amongst the remaining persons in the department.

Transfers takes place in Menon Piston Ltd. by two ways:

A] Management decision

Management decides to transfer a person when there is requirement in another department. However, while transferring a person, his strengths and weaknesses are taken into consideration and suitability for the new job is studied. Before the transfer is finalized, the departmental head discusses the matter with the concerned person and he is told about the reasons of transfer and his consent is obtained. However, if a person does not want to be transferred for valid reasons, his wishes are respected by management.

B] Own request of the employee

Sometimes, staff members approach the management and request for transfer after giving their reasons. Their plea is taken into consideration and as and when there is opening, the person is transferred.

One management representative opined that the transfers are also essential to break the monetary of work and stagnation of thinking which causes by doing same type of job for many years.

Table 6.1

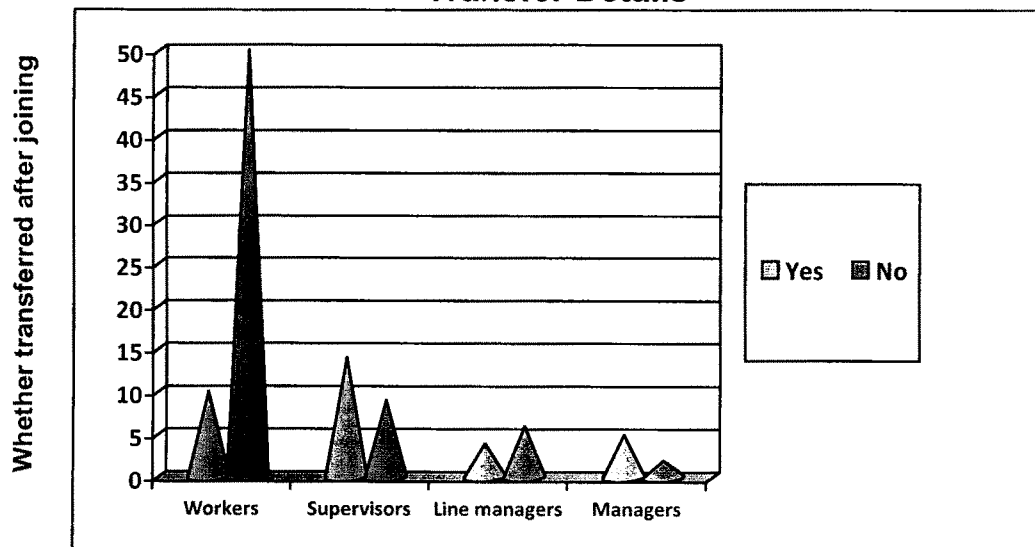
Transfer details

The purpose of transfer policy is twofold that the staff member should become versatile and should become capable to handle diversified jobs. The second purpose is experience has proved that when persons are transferred, they take up the new assignments with lot of interest and enthusiasm. They try to apply their past experience to the new assignments. Following table gives percentage wise information of respondents whether they have been transferred or not after joining.

Sr. No. and Designation		Whether transferred after joining		
		Yes	No	Total
1.	Workers	10 (16.66%)	50 (83.33)	60
2.	Supervisors	14 (60.86%)	9 (39.13%)	23
3.	Line Managers	4 (40%)	6 (60%)	10
4.	Managers	5 (71.42%)	2 (28.57%)	7
Total		33	67	100

Chart No. 6.1

Transfer Details



INTERPRETATION:

The above table 6.1, shows that 83.33% of total workers i.e. 50 workers have not been transferred. Whereas, the % of transfer among supervisors is 60.86% i.e. 14 supervisors have been transferred.

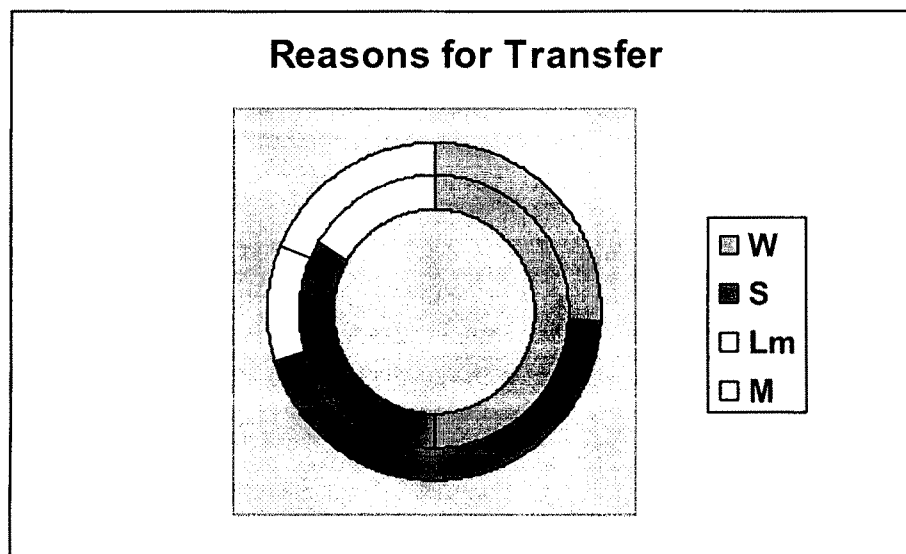
- Among managers 71.42% of managers have been transferred but remaining 28.57% have not been transferred. Total % of transfer is 33% and not transferred is 67%. Whenever need arises, management transfers persons without disclosing the functioning of the transfers department.
- In respect of transfer, management's view is to utilize available talent and experience for more challenging jobs. Routine and well set work is handled by the incumbent with the help and guidance of departmental head.

Table 6.2
Transfer after joining

Transfers in Menon Pistons Ltd. takes place in two ways, first is by own decision and second is after the request of an employee. Employee opinions have been put forth in the following manner.

Sr. No. and Designation		Reasons for transfer		
		Own request	Without request	Total
1.	Workers	3 (30%)	7 (70%)	10
2.	Supervisors	2 (14.28)	12 (85.71)	14
3.	Line Managers	1 (25%)	3 (75%)	4
4.	Managers	-	5 (100%)	5
	Total	6 (18.18)	27 (81.81)	33

Chart No. 6.2



INTERPRETATION:

- The table 6.2 shows that 70% of total 10 workers have been transferred without request, i.e. by decision of management. Very few supervisors and line managers have been transferred by their own request.

PART-II PROMOTION

6.3 Introduction to promotion-

Promotion is an advancement of an employee to high position of responsibility and complexity .It is a basic human instinct to make progress and move higher and higher and chosen career, which brings status and more income. This helps to improve the standard of living and quality of life style. Promotion provides motivation and builds morale.

Table 6.3

Promotion since appointment

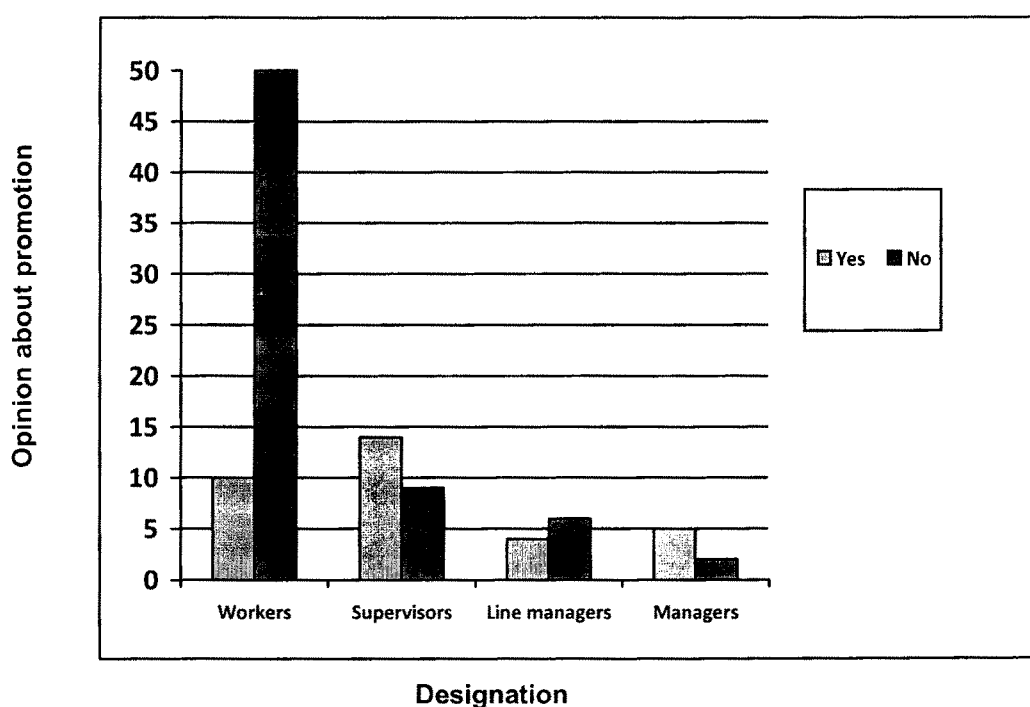
Promotion policy of every organization has two fold objectives. First is to develop employees and second is two develop the organisation using same employees.

Considering this the following table gives information about how many respondents have been promoted since joining.

Sr. No. and Designation		Opinion about promotion		
		Yes	No	Total
1.	Workers	10 (16.66%)	50 (83.33%)	60
2.	Supervisors	14(60.86%)	9(39.13%)	23
3.	Line Managers	7(70%)	3 (30%)	10
4.	Managers	4(57.14%)	3(42.85%)	7
	Total	35 (35.00%)	65(65.00%)	100

Chart No. 6.3

Promotion Since Appointment



INTERPRETATION:

- Table 6.3 shows that Menon piston limited is following a very pragmatic policy about promotion.16.66% workers have been promoted since they have joined .Whereas 83.33% workers have not been promoted.
- Among supervisors, 60.86% of supervisors are promoted and 39.13% are still not promoted. So far 70% of line managers and 57.14% managers are also been promoted.
- Expansion in production activities, diversification, thrust on exports, more demanding customers, introduction of automation in machine shop and use of computers have necessitated to have capable persons.

Table 6.4

Bases for Promotion

Every organisation has different bases or criteria for promoting employees.Merit, seniority, performance, relations and influence are the commonly selected factors for understanding basis followed at Menon Pistons Ltd.Following tabular presentation gives more details about it.

Sr.No and Designation	Merit	Seniority	Performance	Influence	Relations
1.Workers	1	3	6	-	-
2.Supervisors	-	6	8	-	-
3.Line Managers	-	4	3	-	-
4.Managers	-	2	2	-	-
Total	1(2.85%)	15(42.85%)	19(54.28%)	-	-

INTERPRETATION:

- It was found from the above drawn tables that among total respondents 2.85% of total respondents have been promoted on merit basis .42.85% of total respondents are promoted on seniority basis, whereas 54.28% respondents are i.e. highest percentage showing promotions based on performance.

- Management representative mentioned that management's thinking is quite clear about promotion that merit and performance are key factors. Seniority is also given more weight age in the process of promotion.

6.4 Opinions of respondents about promotion policy

As a part of enquiry, respondents were asked to express their opinions about promotion policy followed at Menon Pistons Ltd.

1. Promotion should be done on specified date and it should not be delayed. Delay in promotion creates a sense of uncertainty in the minds of employees as to whether promotion will be given or not. Management representatives explained that promotion is given on the basis of overall performance, work reports and results of the interview and these are required to be studied for correct evaluation. When performance is satisfactory, there are no reasons as to why persons should feel uncertain about promotion. Sometimes delay takes place due to technical and administrative reasons.
2. Three years period is too long period as one has to be satisfied with annual increment. Now the technological changes are taking place in a market and industry with a great speed., automation, labor and time saving devices are coming in the market. So, on the shop floor technically qualified persons are required.

Management representatives expressed that 3 years period is necessary because during this time, he has to be perfect in his job and must know ins and outs of the work. He should study all aspects of job and perform his duties and responsibilities consistently for quite a length of time. When he develops an understanding for subject, he should be considered for promotion.

3. Appraisal of the immediate supervisor should be made while considering promotion.

Management representatives opined that departmental head discusses the performance of the candidate with his immediate superior and finds out his opinion. Too much attachment of immediate superior is not desirable because personal view and subjective element may create bias