

# Problems of promotion

Though promotion benefits the employees and the organisation, it creates certain problems like:-

- Promotion disappoints some employees.
- Some employees even refuse promotion
- other problems

## Disappointment of other employees

- The employees those who are not promoted may feel disappointed.
- Employees may develop negative attitude
- Reduce their contributions to the organisation

## Some employees may refuse promotion when:-

- He is transferred with promotion to any unwanted place
- He feels that he will be quite incompetent to carry out the job
- Delegation of unwanted responsibilities.
- Trade union leaders feel that promotion may damage their position.

## Other problems:

- Can spoil Industrial Relations
- Could create Industrial disputes
- Could create a negative working environment.

# PROMOTION POLICY & PROCEDURE

- Every organization should make advance plans for promotion programme. A carefully planned promotion programme has four elements:
  - a) formulation of promotion policy,
  - b) identification of promotion channels,
  - c) promotion appraisal, and
  - d) centralized records. We shall discuss each element in detail.

- **a) Formulation of Promotion Policy:**

Each organization needs to maintain a balance between the internal sources of personnel promotion and external sources by means of recruitment. Hence, promotion must be based on consistent, fair and clear cut policy. The National Institute of Personnel Management (NIPM) has suggested a promotion policy on the following lines:

- Encouragement of promotion within the organization instead of looking outside to fill vacancies in higher places.

- An understanding that ability as well as seniority will be taken into account in making promotions. Ability, efficiency, attitude, job performance, physical fitness, leadership, experience, and length of service are some of the factors considered in making promotions.



- Drawing up an organization chart to make clear to all the ladder of promotion.

- **Promotion Channels:**

Promotion channels should be identified and recorded on paper. This process is related with job analysis and career planning of an organization.

- **Promotion Appraisals:**

The promotion of an employee is entirely dependent upon his/her performance appraisal outcome.

- **Centralised Records:**

The education, experience, skills, abilities and evaluation of all employees should be recorded and maintained in a centralised manner by the department of the organization, because basing on these attributes, promotion is given to an employee.

- Making the promotion system clear to all concerned who may initiate and handle cases of promotion.
- Though departmental heads may initiate promotion, the final approval must lie with the top management,
- after the personnel department has been asked to check from its knowledge whether any repercussion is
- likely to result from the proposed promotion.

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# Demotion

- *Demotion refers to the lowering down of the status, salary and responsibility of an employee.*
- *Demotion is just opposite to promotion.*

*“Demotion is a shift to a position in which responsibilities are decreased. Promotion is, in a sense, an increase in rank and demotion is decrease in rank”*

*According to Dale Yoder*

# Causes of demotion

- *Inadequacy on the part of the employees in term of job performance attitude and capability.*
- *Demotion may be used as disciplinary tools against errant employees.*
- *If there is mistake in staffing i.e. a person is promoted wrongly.*
- *When, because of a change in technology, method and practices, old hands are unable to adjust or when employees because of ill health or personal reasons, cannot do their job properly.*