

A Study On Employees Perception Towards The Promotion Policy Based On Monthly Income, Experience And Marital In Tamil Nadu State Transport Corporation With Reference To Tirunelveli Division

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ABSTRACT

This study focused the perception of the employees on promotion policy in Tamil State Transport Corporation in Tirunelveli Division, with the objectives to study the promotion policy in Tamil Nadu Transport Corporation in Tirunelveli division; to analyse the respondents' perception of promotion policy based on monthly income, experience and marital status in Tamil State Transport Corporation in Tirunelveli Division. The researcher used both primary and secondary data. The primary data were collected from a sample of 938 employees consisting of 52 administrative staff, 378 drivers, 376 conductors and 132 technical staff. The respondents from each job category were chosen using simple random procedure. The researcher has given a number of value suggestions for the improvement of promotion policy followed in Tamil State Transport Corporation in Tirunelveli Division for the benefit of the employees and the organization.

INTRODUCTION

When there are vacancies created in business organization, they can be filled up by internal or external sources. 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 post 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. If the business organization prefers to fill up a vacancy only by the internal candidates, and it assigns that higher level post to the tested and selected employee from within the promotional test which assigned by the management, such upward movement of the candidate can be said as promotion. According to Paul Pagers and Charles A. Myers, "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. Formulating promotion policies, transfer policies, selecting person for promotion or transfer etc. are included in the scope of the human resource management.¹

¹ Denyer J. C. (1969), "Office Management", Macdonald and Evans Ltd, London, 3rd Edition, P. 109

Business organization exchange staff from one place to another place or one job to another job and this is for the right person in the right job. This type of mobility which is restricted to movement of an employee from one job to another in the same level of organizational hierarchy and it is termed as transfer. Transfer is defined as “a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation.” There are various types of transfer such as. Production Transfer, Replacement Transfer, Rotation Transfer, Shift Transfer, Remedial Transfer, Temporary transfer, Permanent Transfer and Penal Transfer.²

Demotion is internal mobility but it is clearly opposite of promotion. It is a reassignment of employee at the lower level job with a lower level responsibilities and compensation or pay. Business organization should not use always this tool frequently because it affects career prospects and morale of the employees. Unsuitability of the employee to the existing assigned work or job, adverse business conditions such as reduction in production or withdrawal of some types of products or closure of some departments or any other economic drives, new technology and its need of higher level of knowledge and skills and existing employee unable to match or develop or increase his ability, indiscipline of a employee are the causes of demotions.³

REVIEW OF LITERATURE

Noorzia Nasreen V and Durga Rao S (2015)⁴ in their study titled ‘A CONCEPTUAL STUDY ON HUMAN RESOURCE DEVELOPMENT PRACTICES IN INDIAN SERVICES SECTOR’. The core objective of this paper is to present a model of HRD encompassing all the aspects of human resource development from organizational point of view. The study concluded that Human Resource Development Practices pave the way for solving the HR issues in the service sector industries leading to the achievement of organizational objectives, employee satisfaction, and long-term sustainability.

SIGNIFICANCE OF THE STUDY

This study is useful for researchers and academicians to gain knowledge on promotion policy of Tamil Nadu State Transport Corporation in Tirunelveli Division. It also helps the employees of Tamil Nadu State Transport Corporation in Tirunelveli Division to know their division's promotion policy.

STATEMENT OF THE PROBLEM

The researcher has undertaken this research titled “A Study on employees perception towards the promotion policy in Tamil Nadu State Transport Corporation with Reference to Tirunelveli Division” to study the perception of employees on promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division for understanding the present

² Mamoria C. B. and Gankar S. V., (2011), “Human Resource Management”, Himalaya Publishing House, Mumbai, 1st Edition, P. 76

³ Mamoria C. B. and Gankar S. V., (2011), “Human Resource Management”, Himalaya Publishing House, Mumbai, 1st Edition, P. 75

⁴Noorzia Nasreen V and Durga Rao S (2015), A Conceptual Study on Human Resource Development Practices in Indian Service Sector, International Journal of Innovative and Applied Research, Vol.3, No.4, pp.46-51.

human resource management scenario in the above mentioned organization and identify its strength and weaknesses and suggest if necessary, steps for improvement.

OBJECTIVES OF THE STUDY

1. To study the promotion policy in Tamil Nadu Transport Corporation in Tirunelveli division;
2. To analyse respondents' perception of promotion policy based on different monthly income in Tamil Nadu State Transport Corporation in Tirunelveli Division.
3. To examine respondents' perception of promotion policy based on experience in Tamil Nadu Transport Corporation in Tirunelveli Division;
4. To assess respondents' perception of promotion policy based on marital status in Tamil Nadu Transport Corporation in Tirunelveli Division;

HYPOTHESES OF THE STUDY

Based on the objectives of the study the following hypotheses have been framed and tested:

1. There is no significant difference among the respondents of different monthly income in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.
2. There is no significant difference among the respondents of different experience level in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.
3. There is no significant difference among the respondents of different marital status in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

SOURCES OF DATA

For this study, both primary and secondary data were used. The primary data were collected from the employees of Tamil Nadu State Transport Corporation in Tirunelveli Division. The secondary data were collected from the various books, journals, periodicals, websites, and articles on human resource management.

METHODOLOGY

The employees belonging to Tamil Nadu State Transport Corporation in Tirunelveli Division were selected for the research. The employees were divided into 3 groups, namely, administrative staff, bus crew (driver and conductor) and technical staff. Stratified random sampling was used to select the sample employees from the population. The survey was conducted at Tirunelveli Division of Tamil Nadu State Transport Corporation.

SAMPLING

The permanent employees of Tirunelveli Division of Tamil Nadu State Transport Corporation were considered for this study. The total number of employees in Tirunelveli Division was 6033 at the time of study, which included administrative staff, driver and conductor and technical staff.

Table 1 Sample selection for different job categories

Job category	Total no of employees (population) N	No of employees sampled (n) for $e = 0.03$
Administrative staff	337	52
Drivers	2428	378
Conductors	2420	376
Technical staff	848	132
Total	6033	938

The respondents from each job category were chosen at random using a simple random sampling procedure. The list of an employee for each job category was obtained from the divisional office, and the serial numbers were given to each employee, and the respondents were selected by means of pseudo-random number generation.

Once the sample size was found out for each category, the drivers and conductors category were grouped together and was termed as bus crew.

PRE-TESTING AND PILOT STUDY

The pilot study was conducted with 100 respondents of Tamil Nadu State Transport Corporation in Tirunelveli Division for the collection of primary data.

THE FRAMEWORK OF ANALYSIS

Statistical software SPSS (version 17.0) has been used to classify and analyse the data collected in the survey undertaken by the researcher. Statistical tools such as mean, t-test, ANOVA test (Analysis of variance) are used for this study.

LIMITATIONS OF THE STUDY

1. The study is based on the perception of the sample respondents of Tamil Nadu State Transport Corporation in Tirunelveli Division. In order to maintain confidentiality, some of the respondents were not willing to provide some specific information.
2. Since human resource management is vast area for a single research study, only promotion policy was considered in this study.

Respondents' perception of promotion policy based on monthly income

Tables 2 and 3 present the mean scores of promotion policy based on employees' monthly income and the ANOVA result.

Table 2 Promotion policy scores on the basis of the monthly income of the respondents

Monthly income	Promotion Score		
	Mean	S.D	No.
Less than Rs.25000	13.98	3.37	192
Rs.25000-Rs.35000	15.54	3.89	287
Rs.35000-Rs.45000	14.27	3.82	158
Above Rs.45000	14.86	3.87	301
All	14.79	3.81	938

Sources: computed

Table 2 reveals that the mean values of the respondents with different monthly income vary between 13.98 and 15.54. The employees' with a monthly income ranging from Rs.25,000 to Rs.35,000 have the highest level of perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

The ANOVA test has been applied to test if there is any significant difference among respondents of different income levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Ho: There is no significant difference among the respondents of different income levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Table 3 ANOVA Result

Groups	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	331.099	3	110.366	7.748	**
Within Groups	13304.257	934	14.244		
Total	13635.356	937			

Source: computed

** - Significant at 1% level

The ANOVA result with the calculated F value at 7.748, which is greater than the table value of 3.803 at 1% level of significance, shows that there is a significant difference among the respondents of different income levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division. Hence, the hypothesis is rejected.

Respondents' perception of promotion policy based on experience

Tables 4 and 5 present the mean scores of promotion policy based on employees' number of years of experience and the ANOVA result.

Table 4 Promotion policy scores on the basis of the experience of the respondents

Experience	Promotion Score		
	Mean	S.D	No.
Less than 10 years	15.15	3.69	325
10-20 years	14.48	3.76	203
20-30 years	14.53	3.95	342
Above 30 years	15.26	3.78	68
All	14.79	3.81	938

Sources: computed

Table 4 reveals that the mean value of the respondents with an experience above 30 years is 15.26 and they have the highest level of perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

The ANOVA test has been applied to test if there is any significant difference among respondents with different experience levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Ho: There is no significant difference among the respondents of different experience levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Table 5 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	101.900	3	33.967	2.344	Ns
Within Groups	13533.456	934	14.490		
Total	13635.356	937			

Source: computed

Ns – Not significant

The ANOVA result with the calculated F value at 2.344, which is less than the table value of 2.614 at 5% level of significance, shows that there is no significant difference among the respondents of different experience levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division. Hence, the hypothesis is accepted.

Respondents' perception of promotion policy based on marital status

Tables 6 and 7 present the mean scores of promotion policy based on employees' marital status and the ANOVA result.

Table 6 Promotion policy scores on the basis of the marital status of the respondents

Marital status	Promotion Score		
	Mean	S.D	No.
Unmarried	15.80	4.07	56
Married	14.68	3.80	840
Divorced	14.85	3.08	27
Widow/Widower	16.80	4.06	15
All	14.79	3.81	938

Source: computed

Table 6 reveals that the mean values of the respondents with different marital status vary between 14.68 and 16.80. The unmarried respondents with mean value of 16.80 have the highest level of perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

The ANOVA test has been applied to test if there is any significant difference among respondents of different marital status in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Ho: There is no significant difference among the respondents of different marital status in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

Table 7 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	128.214	3	42.738	2.955	*
Within Groups	13507.142	934	14.462		
Total	13635.356	937			

Source: computed

* - Significant at 5% level

The ANOVA result with the calculated F value at 2.955, which is greater than the table value of 2.614 at 5% level of significance, shows that there is a significant difference among the respondents of different marital status in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division. Hence, the hypothesis is rejected.

FINDINGS

1. The respondents, those with a monthly income in the range of Rs.25,000 to 35,000, those with an experience above 30 years, the unmarried have the highest level of perception on promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.
2. Respondents' perception on promotion does not vary significantly on the basis of experience in Tamil Nadu State Transport Corporation in Tirunelveli Division
3. Respondents' perception on promotion differs significantly on the basis of monthly income, marital status in Tamil Nadu State Transport Corporation in Tirunelveli Division

SUGGESTIONS

1. The management of Tamil Nadu State Transport Corporation in Tirunelveli Division should redesign their promotion policies to create more opportunities for the growth of their employees. The management should also avoid political interference in the promotion of the employees. The promotion policy should be made transparent level of satisfaction of employees.
2. This will improve the A well developed and structured performance appraisal system should be introduced in Tamil Nadu State Transport Corporation in Tirunelveli Division. The appraisal system should avoid bias and subjectivity. Consistent objective appraisal and feedback are necessary to improve not only the performance of the employees but also their job satisfaction.
3. Partiality in respect to promotion must go away. The corporation must chalk out a central plan to formulate these elements since favoritism only promotes hatred and unhealthy work experience which have a direct bearing on the performance of the employees.

CONCLUSION

The present study examined employees' perception of the promotion policy in the Tamil Nadu State Transport Corporation (TNSTC), Tirunelveli Division. The findings reveal that employees with a monthly income of ₹25,000–₹35,000, more than 30 years of work experience, and unmarried employees showed a comparatively higher level of positive perception towards the promotion policy. The study also found that employees' perception

does not vary significantly based on work experience, whereas it differs significantly based on monthly income and marital status.

The study indicates that a transparent, fair, and merit-based promotion policy is essential for improving employee satisfaction, motivation, and organizational performance. Therefore, the management should ensure equal promotional opportunities, eliminate favoritism and political interference, and implement a well-structured performance appraisal system with objective evaluation and regular feedback. Adopting these measures will enhance employee confidence in the promotion process, improve job satisfaction, and contribute to the overall effectiveness and productivity of the Tamil Nadu State Transport Corporation, Tirunelveli Division.

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