

Employee Transfer and Promotion Influencing Job Satisfaction: A Study with Reference to APSPDCL, Chittoor District

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Abstract

The present study investigates the impact of promotion and transfer on employee satisfaction, with special reference to APSPDCL (Andhra Pradesh Southern Power Distribution Company). Every organization applies these procedures to improve the possibility of appointing people who have the required skills to flourish in their jobs. It is also vital that every company has a better promotion and transfer procedure. The process must include very transparent manner which is applicable to all the job holders. In the case of a transfer, employees have to change workgroups, locations, or units. A promotion is a change in the designation's position and level within the organization. The job satisfaction of the employee also depends on transfers and promotions. From the study, it is found that in the APSPDCL, employees are satisfied with the present procedure. Population of study was 200. Sample size is 50, and a random sampling method is employed in the present study. Few vital implications were derived from the study. The research result found that APSPDCL transfers and promotion impact on job satisfaction is positive.

Keywords: APSPDCL, employee satisfaction, impact, promotion, transfer

INTRODUCTION

In order to run any organization efficiently, some modifications are required in the organization's system. This needs to shift employee designations, levels, positions, functional areas, and the corporeal transfer of human resources. Transfers give the right to move from one location to another.

A promotion is a change in the designation and level within the organization. Promotion gives a high salary, more farm duties, superior rank, and effective circumstances to the promoter.

Electric power is a vital instrument for country's financial viability and wealth growth. Power is essential in human needs, cultivation, and organizations. The requirement for electricity in India is massive and rising gradually.

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HISTORY OF ELECTRICITY IN INDIA

The capacity of Indian electricity sector is 288GW as of 31-01-2016. Total power plants installed capacity is 28% renewable and remaining 72% non-renewable power plants. In the years 2014 to 2015, around 1,106,000 GWh and 166 TWh gross electricity was generated. This production includes auxiliary power utilization. In world electricity producers, India is the third leading organization in the year 2021. APSPDCL

(Andhra Pradesh Southern Power Distribution Company) was established in six districts of Andhra Pradesh (AP). Head office of APSPDCL is located at Titupathi, Chittoor District.

LITERATURE REVIEW

Employee transfer has been associated with employee's talent (Holton, 1996). Few researchers found that there is a relation among transfers and performance growth (Noe and Schmitt, 1986) [1, 2]. Conversely, the significance certain to transfer as a result determine does not appear to convert into put into practice (Sugrue and Kim, 2004) [3]. While several factors could be recognized to this apathy in evaluating transfer, wished-for a persuasive clarification. They point to the requirement for consistent investigative tackle to recognize and determine factors that might probably obstruct transfer, to transferring of learning to the work. Promotions are also vital factor for employee career and growth that impact other factor of skills. They constitute an important aspect of workers' labor mobility; the majority often transport considerable wage increases. Kosteas, 2009; Blau and DeVaro, 2007; Cobb-Clark, 2001; Francesconi 2001; Pergamit and Veum, 1999; Hersch and Viscusi, 1996; McCue, 1996; Olson and Becker, 1983; and others state that major influence on their job distinctiveness as errands and consequent job connection (Pergamit and Veum 1999) [4–9]. Organization can use promotions as an incentive for extremely fruitful workers, creating an incentive for staff to exercise superior effort. Promotions will only be an efficient method for eliciting superior effort if workers place important value on the promotion itself, or else, company would simply apply pay increase to incentive attempt and output. Of course, promotions also provide to place persons into different employment, where their skills can be used to a greater effect. On the other hand, not all promotions hold enlarge in supervisory errands or major changes in tasks. Clark (2001) finds that both satisfaction with pay and job security are the majority imperative employee satisfaction categories for formative potential quits, while employee satisfaction with promotion opportunities is not a vital factor [10]. Using cross-sectional data on British nurses, the researchers' results found the positive relation among employee satisfaction and promotion. Impact of satisfaction on transfers has not been deeply analyzed [8].

Egan et al. (2004) focused on impact of satisfaction on motivation to transfer as it was found. Kontoghiorghes (2004) evaluated the impact of employee satisfaction on employee motivation to transfers but level of happiness was united with employee job motivation. The result found that employee satisfaction led to job motivation [11, 12].

RESEARCH METHODOLOGY

Statement of the Problem

Internal movement of employees is known as transfer/promotions. Transfers and promotions have advantage and disadvantages, and it will directly and indirectly affect the employee's productivity. The good transfer and promotion policies satisfy the employees to work effectively [13, 14].

The data for the present study was collected through primary sources and secondary sources. Statistical tool simple percentage method is used.

The sample is from the target population of employees working in HR department and finance department of APSPDCL. The total population is 200. Sample size is 50. For the present study, random sampling technique is used.

Need for the Study

People are the most important assets for any organization. So, to reduce the employee turnover rate and to increase the employee retention rate, the organizations should follow a fair, structured transfer, and promotional policies to satisfy employee needs and organizational goals.

Objectives of the Study

1. To study the transfers and promotional policies of the organization.

2. To study the impact of transfers and promotions on the employees' job satisfaction.
3. To suggest, if any, to the organization regarding the transfers and promotional policies.

LIMITATIONS OF THE RESEARCH

1. The research study is limited to 50 employees which may not reflect the whole population.
2. Opinions expressed by the respondents in the questionnaire may not be very genuine.
3. The conclusion drawn from the opinions of respondents need not apply to the whole organization because they may not express their views truly.

RESEARCH ANALYSIS

Table 1 indicates that alpha value 0.866 is greater than 0.7 which is tolerable range (Hair et al., 2010). There are no reliability problems in the study.

Table 1. Reliability statistics.

Cronbach's Alpha	Number of items
0.866	15

(Source: Primary data)

Demographic Socio-economic Details of Respondents

It is important to classify the respondent's demographic profile because it provides a comprehensive picture to analyze the demographic factors which may influence their perception towards employee transfer and promotion impact on satisfaction.

Table 2 indicates that 10% of the respondents aged up to 25 years in the organization. 32% of the respondents aged 26–35 years in the organization. 38% of the respondents aged 36–45 years in the organization, and 22% of the respondents aged above 45 years in the organization.

Table 3 shows that 66% of the respondents are males in the organization and 34% of the respondents are females in the organization.

Table 2. Age of the respondents in the organization.

Age	Frequency	Percentage
Up to 25 years	5	10
26–35 years	16	32
36–45 years	18	36
Above 45 years	11	22
Total	50	100

Table 3. Gender of the respondents in the organization.

Gender	Frequency	Percentage
Male	33	66
Female	17	34
Total	50	100

Table 4. Educational qualification of the respondents.

Educational qualification	Frequency	Percentage
Intermediate	2	4
Graduation	21	42
Post-graduation	25	50
Diploma/any qualification other	2	4
Total	50	100

Table 4 shows that 4% of the respondents in the organization have studied up to intermediate. 42% of the respondents in the organization have studied up to graduation. 50% of the respondents in the organization have studied up to post-graduation, and 4% of the respondents in the organization have studied up to diploma/any other qualification.

Table 5 shows that 56% of the respondents in the organization are from HR department and 44% of the respondents in the organization are from finance department.

Table 6 indicates that 38% having below ten years of experience. 44% of the respondents have 10–20 years of experience in the organization. 18% of the respondents have 20–30 years of experience in the organization, and 0% of the respondents have above 30 years of experience in the organization.

Table 5. Departments of respondents in the organization.

Department	Frequency	Percentage
HR	28	56
Finance	22	44
Total	50	100

Table 6. Experience of the respondents in the organization.

Experience	Frequency	Percentage
Less than 10 years	19	38
10–20 years	22	44
20–30 years	9	18
Above 30 years	0	0
Total	50	100

EMPLOYEE OPINION TOWARDS TRANSFERS AND PROMOTIONS

Table 7 indicates that 7 respondents strongly agreed that the transfer policy of the company is fair. 56% of the respondents agreed that the transfer policy of the company is fair. 24% of the respondents were neutral that the transfer policy of the company is fair. 4% of the respondents disagree that the transfer policy of the company is fair, and 2% of the respondents strongly disagreed that the transfer policy of the company is fair.

Table 7. Employee's response towards the transfer policy of the company is fair.

State of opinion	Frequency	Percentage
Strongly agree	7	14
Agree	28	56
Neutral	12	24
Disagree	2	4
Strongly disagree	1	2
Total	50	100

Table 8. Employee's response towards their transfer.

State of opinion	Frequency	Percentage
Yes	33	66
No	17	34
Total	50	100

Table 8 shows that 66% of the respondents were transferred and 34% of the respondents were not transferred.

Table 9 shows that 39.39% of the respondents were transferred because of promotion. 60.60% of the respondents were transferred because of general guidelines. 0% of the respondents were transferred because of employee request, and 0% of the respondents were transferred because of organizational needs.

Table 10 shows 8% of the respondents strongly agreed that the transfers are adversely affecting the employees' motivational levels. 32% of the respondents agreed that the transfers are adversely affecting the employees' motivational level. 34% of the respondents remained neutral that the transfers are adversely affecting the employees' motivational levels. 22% of the respondents disagreed that the transfers are adversely affecting the employees' motivational levels and 4% of the respondents strongly disagreed that the transfers are adversely affecting the employees' motivational levels.

Table 11 shows that 76% of the respondents stated that the strategies followed by the company are increasing the scope of learning the new things and 24% of the respondents have stated that the strategies followed by the company are not increasing the scope of learning the new things.

Table 9. Employee's response towards the reasons of their transfers.

State of opinion	Frequency	Percentage
Promotion	13	39.39
General guidelines	20	60.60
Employee request	0	0
Organizational need	0	0
Total	33	100

Table 10. Employee's response towards the effect of motivational level because of transfer.

State of opinion	Frequency	Percentage
Strongly agree	4	8
Agree	16	32
Neutral	17	34
Strongly disagree	11	22
Disagree	2	4
Total	50	100

Table 11. Employee's response towards the strategies followed by their company is increasing the scope of learning new things.

State of opinion	Frequency	Percentage
Yes	38	76
No	12	24
Total	50	100

Table 12. Employee's response towards the satisfaction with the transfer practices of the company.

State of opinion	Frequency	Percentage
Highly satisfied	2	4
Satisfied	39	78
Indifferent	5	10
Dissatisfied	4	8
Highly dissatisfied	0	0
Total	50	100

Table 12 shows that 4% of the respondents are highly satisfied with the transfer practices of the company. 8% of the respondents are satisfied with the transfer practices of the company. 10% of the respondents are indifferent with the transfer practices of the company. 8% of the respondents are dissatisfied with the transfer practices of the company and 0% respondents are highly dissatisfied with the transfer practices of the company.

Table 13 indicates that 42% of the respondents were never promoted in their services. 10% of the respondents were promoted once in their services. 14% of the respondents were promoted twice in their services. 8% of the respondents were promoted thrice in their services, and 6% of the respondents were promoted more than thrice in their services.

Table 14 shows that 76% of respondents stated that seniority is the promotional policy of the organization followed by 2% for merit is the promotional policy, 18% for seniority cum merit, and 4% for written test with merit is the promotional policy of the organization.

Table 15 indicates that 32% of respondents are supported to the seniority method of promotion. 10% of respondents are supported to the merit method of promotion. 48% of respondents are supported to the seniority cum merit method of promotion, and 10% of respondents are supported to the written test with merit method of promotion.

Table 13. Employee's response towards their promotion.

State of opinion	Frequency	Percentage
Never	21	42
Once	5	10
Twice	7	14
Thrice	4	8
More than thrice	3	6
Total	50	100

Table 14. Employee's response towards the promotional policy of the organization.

State of opinion	Frequency	Percentage
Seniority	38	76
Merit	1	2
Merit cum seniority	9	18
Written test with merit	2	4
Total	50	100

Table 15. Employee's response towards the method of promotion they support.

State of opinion	Frequency	Percentage
Seniority	16	32
Merit	5	10
Merit cum seniority	24	48
Written test with merit	5	10
Total	50	100

Table 16. Employee's response towards the promotional avenues of the company.

State of opinion	Frequency	Percentage
Yes	45	90
No	5	10
Total	50	100

Table 16 shows 90% of the respondents stated that the promotional avenues are adequate in the company and 10% of the respondents stated that the promotional avenues are not adequate in the company.

Table 17 indicates that 90% of the respondents were tested before their promotion and 10% of the respondents were not tested before their promotion.

Table 18 indicates that 30% of the respondents stated that the unethical practices in promotions are happening in the company and 70% of the respondents stated that the unethical practices in promotions are not happening in the company.

Table 19 shows that 54% of the respondents stated that the strategies followed by the company in transfer is reducing the boredom in workplace and 46% of the respondents stated that the strategies followed by the company in transfer are not reducing the boredom in workplace.

Table 20 shows that 74% of the respondents stated that the transfer and promotion system provides equal employment opportunities for effective employees and 26% of the respondents stated that the transfer and promotion system is not providing equal employment opportunities for effective employees.

Table 17. Employee's response towards the test for their promotion.

State of opinion	Frequency	Percentage
Yes	45	90
No	5	10
Total	50	100

Table 18. Employee's response towards the unethical practices in promotions happened in the company.

State of opinion	Frequency	Percentage
Yes	15	30
No	35	70
Total	50	100

Table 19. Employee's response towards the strategies followed by the company in transfers are reducing the boredom in workplace.

State of opinion	Frequency	Percentage
Yes	27	54
No	23	46
Total	50	100

Table 20. Employee's response towards the transfer and promotion system that provides equal employment opportunity to the effective employees.

State of opinion	Frequency	Percentage
Yes	37	74
No	13	26
Total	50	100

Table 21 shows that 20% of the respondents are highly satisfied towards the transfers and promotions of the organization. 68% of the respondents are satisfied towards the transfers and promotions of the organization. 6% of the respondents are indifferent towards the transfers and promotions of the organization. 6% of the respondents are dissatisfied towards the transfers and promotions of the organization. 0% of the respondents are highly dissatisfied towards the transfers and promotions of the organization.

Table 21. Employee's response towards the overall satisfaction in transfers and promotion of the company.

State of opinion	Frequency	Percentage
Highly satisfied	10	20
Satisfied	34	68
Indifferent	3	6
Dissatisfied	3	6
Highly dissatisfied	0	0
Total	50	100

Table 22. Relation between promotion and transfer on job satisfaction by using t-test.

Items	N	Mean	Std. deviation	t-value	P-value
Promotion and transfer	50	68.51	8.861	13.484	<0.001**
Job satisfaction	50	60.14	3.841		

P value is less than 0.001. Therefore, research results state that there is no dissimilarity between promotion and transfer on employee satisfaction (Table 22).

Findings

1. Majority of the respondents strongly agreed that the transfer policy of the company is fair.
2. 66% of the respondents were transferred and 34% of the respondents were not transferred.
3. Majority of the respondents were transferred because of promotion.
4. Majority of the respondents agreed that the transfers are adversely affecting the employees' motivation.
5. Majority of the respondents stated that the strategies followed by the company are increasing the scope of learning the new things.
6. 42% respondents were never promoted in their services, 10% of the respondents were promoted once in their services, 14% of the respondents were promoted twice in their services, 8% of the respondents were promoted thrice in their services, and 6% of the respondents were promoted more than thrice in their services.
7. Majority of the respondents stated that seniority is the promotional policy of the organization.
8. 32% of the respondents supported seniority as a basis of promotion, 10% of the respondents supported merit as a basis of promotion, 48% of the respondents supported seniority cum merit as a basis of promotion, and 10% of the respondents supported written test with merit as a basis of promotion.
9. 90% of the respondents stated that the promotional avenues are adequate in the company and 10% of respondent stated that the promotional avenues are not adequate in the company.
10. 30% of the respondents stated that the unethical practices in promotions are happening in the company and 70% of the respondents stated that the unethical practices in promotions are not happening in the company.
11. 54% of the respondents stated that the strategies followed by the company in transfer are reducing the boredom in workplace and 46% of the respondents stated that the strategies followed by the company in transfer are not reducing the boredom in workplace.
12. 74% of the respondents stated that the transfer and promotion system provide the equal employment opportunities for effective employees and 26% of the respondents stated that the transfer and promotion system do not provide the equal employment opportunities for effective employees.
13. Most of the respondents are highly satisfied towards the transfers and promotions of the organization.

Suggestions

1. The company needs to develop the strategies of transfers which can reduce the boredom in workplace and increase the scope of learning new things.
2. Any promotion policy implemented must be informed to all the employee unions.

CONCLUSION

According to my point of view, transfer and promotion policies are very important in every organization to satisfy the needs of employees and to achieve the organizational goals with the advanced technological skills and knowledge. To maintain the employee loyalty, the organizations should give promotion. To learn new things, to reduce the boredom, and to increase the productivity, transfers should be made according to the general guidelines of the organization. Overall, the employees are satisfied with transfers and promotions.

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