

PROMOTION

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INTRODUCTION:

- ◉ Promotion system is essential to keep employees contented, disciplined and efficient.
- ◉ A badly planned promotion system harms an organization not merely by pushing ahead unqualified persons but also by undermining the morale of the group(L. D. White).
- ◉ The greatest incentive to an employee to work hard is the promotion from his present position to a higher one.
- ◉ Promotion is an essential ingredient of making a healthy career of civil service. So there should be a regular and adequate chances of promotion in civil service.
- ◉ The British Fulton Committee, observed “The right promotion at the right time is an essential part of the process of developing full talents of men and women in the services.”

MEANING:

- The term promotion is derived from the Latin word 'promo verse' which means moving forward.
- In the words of L. D. White, promotion means an appointment from a given position to a position of higher grade, involving a change of duties to a more difficult type of work and greater responsibility accompanied by change of title and usually an increase in pay.
- “Promotion refers to the movement of an employee from one position to another position having a higher grade or a higher minimum salary. A promotion involves increased duties and responsibility for the employee.”(William G. Torpey).

ELEMENTS OF PROMOTION:

- Following are the elements/components of promotion -
 - a. Change of position, i.e. from lower position to higher position.
 - b. Change of duties, i.e. that is from less difficult type of work to more difficult type of work.
 - c. Change of responsibility, i.e. from lesser responsibility to greater responsibility.
 - d. Change of title, that is from lower designation to higher designation.
 - e. Change of pay, that is from lower salary scale to a higher salary scale.

ELEMENTS

- ⦿ However, from the employer's angle, promotion implies filling up the vacant higher posts with suitable and experienced persons from within the public service. Thus, in this respect, promotion can also be called, 'Indirect recruitment' or 'recruitment from within'.
- ⦿ Demotion is the opposite of promotion. It implies the degradation of an employee from a higher position to a lower one. In fact, it is type of penalty imposed on the employee for violation of civil service conduct rules.

- **QUALIFICATION/ELIGIBILITY TO PROMOTION:**

- ◉ For promotion there are two qualifications to be satisfied, namely -

- a. Personal qualifications, &

- b. Service status.

- a. Personal qualifications: By personal qualifications we mean that the candidate concerned must have certain minimum educational standard, training or experience, physical fitness, social and other qualities. Only such employees can be eligible for promotion to the higher post who fulfill all the requirements of that post.

B. SERVICE STATUS:

- Service status is another factor determining the eligibility for promotion.
- Promotion is not the appointment of an employee in the lower post to a much higher one.
- It means the raising of a person from the lower step of the hierarchical ladder to a step immediately higher.
- For this, an employee should have some status in the service which entitles him to go from lower to the higher job. He should be capable, intelligent and experienced in service.

TYPES OF PROMOTION:

- There are three types of promotion. They are-
 1. Promotion from a lower grade to a higher grade, for instance from a junior typist to a senior typist.
 2. Promotion from a lower class to a higher class, for example, from the clerical class to the executive class.
 3. Promotion from lower service to a higher service, for instance, from state civil service to IAS.

PRINCIPLES OF PROMOTION:

- ◉ There are three principles of promotion.
These are -
 1. Seniority principle,
 2. Merit principle,
 3. Seniority-cum-merit principle.

1. SENIORITY PRINCIPLE:

- ◉ Seniority is the oldest and still prevalent even today in both government and private organizations.
- ◉ Seniority means the duration/length of service of an employee in a particular grade.
- ◉ According to this principle the order of precedence in making promotion is determined by the duration of service of the employees.
- ◉ The senior most person should get the advantage of promotion.
- ◉ A seniority list can be prepared and order of precedence can be decided according to experience and age.

BENEFITS OF SENIORITY PRINCIPLE:

- ◉ Promotion by seniority is preferred by most employees because -
 1. The system is simple to understand and operate.
 2. It is an objective test. Seniority is a matter of fact which cannot be denied.
 3. Senior man is more experienced. More experience is a greater qualification for promotion.
 4. Under seniority principle, there cannot be any interference by the politicians in the promotion of the employees.

BENEFITS

5. The basis of seniority leads to automatic promotion.
6. This system is much more economical than the rest of the principles.
7. The management will have a known man of good performance in a higher position than take a risk of bring in an unknown outsider.
8. It satisfies the personal aspirations of the employees for growth, builds morale and is conducive to better employee-employer relations.

DEMERITS:

- ◉ The defects of the seniority principles are given below -
 1. There is no guarantee that a senior employee will be more competent or meritorious.
 2. If seniority alone is the basis of promotion then employees do not make any serious effort at self improvement.
 3. This system kills the initiative of juniors who will always feel that even their better work cannot give them the chance of promotion.

DEMERITS

4. It is based on certain wrong notion that all persons are fit for promotion on the basis of seniority.
5. There is also a danger that if incompetent persons begin to occupy higher jobs, the reputation and efficiency of the organization will suffer.

2. MERIT PRINCIPLE:

- The principle of merit is the rival of the seniority principle.
- This principle implies that the most meritorious, best qualified and most competent person must be selected for promotion to the higher post.
- Therefore, those who have merit and qualifications must be promoted to higher positions, irrespective of the length of service.
- The merit system thus secures capable employees to the job, provides due incentive to the efficient and hardworking persons and thus boost the morale of the civil servants.

METHODS OF TESTING MERITS:

- ◉ The following three methods are used to test and judge the merit of the candidate for the purpose of promotion.
 1. Promotional examinations,
 2. Personal judgment of the head of the department, &
 3. Efficiency or service ratings.

1. PROMOTIONAL EXAMINATIONS:

- ⦿ The important method of testing candidates ability is promotional examination conducted by the public service commission.
- ⦿ There are three types of promotional examinations -
 - a. Open competitive examination,
 - b. Limited competitive examination, &
 - c. Pass examinations.

A. OPEN COMPETITIVE EXAMINATION:

- Under this system, candidates from other departments and even from outside the government service are allowed to compete.
- The examination is thus equivalent to an entrance competitive examination.
- The merit of this system is that it widens the range of selection to higher posts without prejudicing the interest of the subordinate employees.
- It also brings in 'new blood' and fresh ideas in to the department.

B. LIMITED COMPETITIVE EXAMINATION:

- ◉ Under this system, only those who are in the department are allowed to appear in the examination.
- ◉ This is also known as closed system, because the opportunity to appear for such examination is restricted to the employees of lower position in the service only.
- ◉ This system being practiced quite commonly in most of the countries.

C. PASS EXAMINATION:

- ◉ Another type of promotional examination is the pass examination.
- ◉ Under this pass examination system the employees in the lower positions are promoted subject to a pass test.
- ◉ This system is followed in India in the case of junior posts.

2. PERSONAL JUDGMENT OF THE HEAD OF THE DEPARTMENT:

- ◉ Under this system, the head of the department is the promotion making authority.
- ◉ In this system merit is decided by the HOD.
- ◉ The HOD knows the qualities of an employee who has worked under him for many years.
- ◉ The judgment based on personal association is more valuable than any other system of judging the qualities of the employee.
- ◉ This system of promotion is mostly followed in private organizations & not very common in the civil service as it may leads to nepotism and favouratism and psychophancy.

3. SERVICE RECORDS AND EFFICIENCY RATINGS:

- ◉ Under this system the efficiency of an employee is rated after taking into consideration certain factors.
- ◉ These factors are like his intelligence, conduct, behaviour, power of understanding, interest in the office work and the extent of his cooperation with his colleagues, etc. are considered for rating his efficiency.
- ◉ But the system has been criticized for these ratings are subjective and also may encourage nepotism & favouritism while deciding the promotion of a candidate.
- ◉ But in spite of these criticisms, the record of work of each employee is maintained in all countries and this record usually becomes the basis for promotion.

CONCLUSION:

- ◉ The merit principle of promotion enjoys the following benefits -
 1. It brings rewards for meritorious work,
 2. It encourages an employee to work hard, &
 3. It leads to increased productivity, etc.
- ◉ In conclusion it may be said that promotion should be determined on the basis of both, the length of service as well as the qualification and achievements of the employees.
- ◉ In general, the seniority principle is applied at lower levels, the merit principle at higher levels and the 'seniority-cum-merit' principle at the middle levels.