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A STUDY ON EMPLOYEES PERCEPTION TOWARDS THE PROMOTION POLICY 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 age, educational qualifications and job categories 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.

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INTRODUCTION

Human Resource Management is concerned with all aspects of how people are employed and managed in organisations. The term HRM has largely taken over from that of personnel management, which took over from previous terminologies including labour or welfare management. In the 1980s, against a backdrop of economic recession and increased pressures on firms because of globalisation and the accelerated pace of change brought about by technological developments, a number of academics began to think about people in organisations from a different perspective. A combination of this thinking evolved into what became known as human resource management.

The value of any company at any economy is its people. Without human resource, nothing is complete. Human resource is the most important resource in any organization. To succeed, a business needs committed staff to meet its aim and goals in determined tenures. Staff must be trained and motivated up to their needs and wants by the management to achieve their potential. It is the responsibility of the human resource department to ensure the recruits to get appropriate training to ensure that the business meets its aim. The primary functions of human resource department is to provide services like recruitment and selection, promotions, discipline and grievance handlings, contract of employment, terms and conditions of services, health and safety, induction training and development, advice to management and staff on personal issues, probation reports, absence records, increments, statically reporting, employee relations, performance management, job evaluation, policy formulation to understand the best practices, retirements, occupational and career guidance redundancy advice, resignations, termination of employment. These are the functions as well as practices of human resource departments. Earlier considered a support function for any business, human resource management today is required to take in a more strategic role in order to align itself with an organization’s business strategies. Hence, the human resource

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manager is expected to take in the mantle of a business partner along with the managers of other line functions, in driving the firm's strategies.

Human resource management practices have a vital role to play to add to employee satisfaction and it would depend on its adaptability. By providing all facilities, the employers get a stable work force and the workers take active interest in their jobs and work with a feeling of involvement and participation. Effective and efficient human resource management practices increase the productivity of an organization and also promote healthy industrial relations and thereby the organization maintains industrial peace. Everything that managers do to recruit, select, train, communicate with, evaluate, and terminate employees is included in human resource management.

PROMOTION OFWORKERS

The term promotion refers to the movement of an employee a lower position to a higher position. Promotion involves higher status, more remuneration, increased responsibilities, increased benefits and privileges in the same organisation. Promotion isthe advancement of an employee to a better job better in terms of greater responsibilities, more prestige or status, greater skill and especially increased rate of pay or salary. Promotion is a change from one job to another that is better in terms of status andresponsibilities.

REVIEW OF LITERATURE

Dr. G.Sridevi (2014) in her study titled **"**A Study on Employees Opinion about Training and Development Opportunities in TNSTC, Tamil Nadu" aimed to find out the employees' opinion about the training and development opportunities in TNSTC. The study found that the training provided by the organization for the employees to minimize accidents and damages is equal for all the employees, irrespective of their experience. So it is suggested that every year the organization revise and improve its methods of training to meet the current trend which can retain their employees and also help them to minimize accidents and damages in the organization.

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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 onemployees perception towards thepromotion policy in Tamil Nadu State Transport Corporationwith 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 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 age group in Tamil Nadu State Transport Corporation in Tirunelveli Division.
3. To examine respondents' perception of promotion policy based on differentEducational Qualification in Tamil Nadu Transport Corporation in Tirunelveli Division;
4. To assess respondents' perception of promotion policy based on differentjob categories 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 age groups 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 education levels 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 job categories 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 datawere 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 Divisionwere 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 respondants 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 respondants 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.

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RESPONDENTS' PERCEPTION OF PROMOTION POLICY BASED ON AGE:

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

Table 2

Promotion policy scores based on age groups

Age	Promotion Score		
	Mean	**S.D**	**No.**
Below 30 years	15.51	3.97	63
30-40 years	15.26	3.63	301
40-50 years	14.58	3.78	366
Above 50 years	14.25	3.99	208
All	14.79	3.81	938

Source: computed

Table 2 shows that the mean values of the overall scores of different age groups vary between 14.25 to 15.51. The mean value shows that the respondents below 30 years of age 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 find if there is any significant difference among respondents of different age groups relating to 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 age groups in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

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Table 3

ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	175.620	3	58.540	4.062	**
Within Groups	13459.736	934	14.411		
Total	13635.356	937			

Source: computed

** - Significant at 1% level

The ANOVA result with the calculated F value at 4.062, which is higher than the table value of 3.803 at 1% level of significance, shows that there is a significant difference among the respondents of different age groups 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 EDUCATIONAL QUALIFICATION:

Tables 4 and 5 present the mean scores of promotion policy based on employees' educational qualification and the ANOVA result.

Table 4

Promotion policy scores based on educational qualification of the respondents

Educational qualification	Promotion Score		
	Mean	S.D	No.
Up to SSLC	14.53	3.79	222
HSC	14.52	3.74	336
Graduate	15.51	3.81	192
PG	14.50	2.94	16
Diploma	15.19	3.71	108
Others	14.30	4.41	64
All	14.79	3.81	938

Source: computed

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Table 4 reveals that the mean values of the respondents with different educational qualifications vary between 14.30 and 15.19. The graduates with a mean value of 15.19 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 educational qualifications 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 education 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	173.909	5	34.782	2.408	
Within Groups	13461.447	932	14.444		**
Total	13635.356	937			

Source: computed

** - Significant at 1% level

The ANOVA result with the calculated F value at 2.408, which is higher than the table value of 2.224 at 1% level of significance, shows that there is a significant difference among the respondents of different educational levels in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division. Hence, the hypothesis is rejected.

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RESPONDENTS' PERCEPTION OF PROMOTION POLICY BASED ON JOB CATEGORIES:

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

Table 6

Promotion policy scores on the basis of the job categories of the respondents

Job category	Promotion Score		
	Mean	S.D	No.
Administrative Staff	18.69	3.86	52
Bus Crew(D&C)	15.25	3.39	754
Technical Staff	10.61	2.71	132
All	14.79	3.81	938

Source: computed

Table 6 shows that the mean values of the respondents in different job categories vary between 10.61 and 18.69. The administrative staff members with a mean value of 18.69 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 job categories 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 job categories in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.

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Table 7

ANOVA Result

Groups	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3261.639	2	1630.820	146.988	**
Within Groups	10373.717	935	11.095		
Total	13635.356	937			

Source: computed

** - Significant at 1% level

The ANOVA result with the calculated F value at 146.988, which is greater than the table value of 4.628 at 1% level of significance, shows that there is a significant difference among the respondents of different job categories in their perception of promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division. Hence, the hypothesis is rejected.

FINDINGS

1. The respondents, who are below 30 years of age, diploma holders, and administrative staff members, have the highest level of perception on promotion policy in Tamil Nadu State Transport Corporation in Tirunelveli Division.
2. Respondents' perception on promotion differs significantly on the basis of age, educational qualification, job category 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 transparentlevel 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 topromotion 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 study concludes that effective human resource management practices would make the employees happy, keep them satisfied and help them perform their job effectively and efficiently after get the promotion on time. This will increase the productivity and contribute to overcome the losses. Further, it would improve mutual relationship between the employees and management. It would also ensure sustainable growth and provide good service to the general public.

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