

**Assessment of the promotion, demotion and transfer practices in Woliso
Lukas general Hospital**



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**A research paper submitted to department of management for the requirement to partial
fulfillment of Bachelor of Art (BA) degree in management**

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DECLARATION

I hereby declare that the research entitled on “assessment of the promotion, demotion and transfer practices in Woliso Lukas general hospital)”is my own work, that it has not been submitted for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been correctly reported. It is being submitted for BA degree in management at Wolkite University.

Student's Full Name: Shega Desalegn

Date: _____

Sign: _____

CERTIFICATION

It is certified that this research project titled “assessment of the promotion, demotion and transfer practices in Woliso Lukas general hospital)” is based on original research work carried out by Shega Desalign under my supervision and that it has not been submitted for the award of any degree in this or any other University.

Name of Advisor: Berhanu Tereda

Signature: _____

Date: _____

APPROVAL SHEET OF THE RESEARCH

As an examining member of the final research defense program we certify that we have read and evaluated the research prepared by Shega Desalegn entitled: “assessment of the promotion, demotion and transfer practices in Woliso Lukas general hospital”, and recommended that it is accepted as fulfilling the research requirements for BA degree in management.

Examiner

Name: _____

Signature: _____

Date: _____

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Table of Contents

DECLARATION	i
CERTIFICATION	ii
APPROVAL SHEET OF THE RESEARCH	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	viii
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	2
1.3 Objective of the study	3
1.3.1 General objectives.....	3
1.3.2 Specific objectives	3
1.5 Scope of the study	4
1.6 Limitation of the study	4
CHAPTER TWO	5
2. REVIEW OF RELATED LITERATURE	5
2.1 Theoretical literature review	5
2.1.1 Human Resources Movement	5
2.1.2 Concept of promotion	5
2.1.3 Open and closed promotional system	6
2.1.4 Promotional Guidelines.....	6
2.2.3 Purpose of promotion.....	7
2.2.4 Promotion policy.....	7
2.2.5 Benefits of effective promotion policy	7
2.2.6 Seniority versus - merit/ Ability/	7
2.2.7 Difficulties in promotion.....	8
2.3 Concept of transfer.....	8
2.3.1 Type of transfer.....	9
2.3.2 Purpose of transfer	10
2.3.3 Reasons for employee transfers	10
2.3.4 Systematic Transfer policy.....	11

2.3.5 Difficulties in transfer	11
2.4 Concept of demotion.....	11
2.4.1Types of demotion	11
The following are the most common types of demotion.....	11
2.4.2 Demotion policy.....	12
2.4.3 Causes of demotion.....	12
2.4.4 Problems caused by demotion.....	13
2.4.5 Making demotion more attractive	13
2.5 Empirical Literature Review	13
CHAPTER THREE	15
3 RESEARCH DESIGN AND METHODOLOGY	15
3.1Research Design.....	15
3.2 Target population	15
3.3 Sample size and sampling procedure	15
3.5 Method of Data analysis and presentation	16
CHAPTER FOUR.....	17
PRESENTATION AND INTERPRETATION	17
1.Introduction.....	17
4.1 Data Presentation	17
CHAPTER FIVE	27
CONCLUSION AND RECOMMENDATION	27
5.1 Finding.....	27
5.2 Conclusions.....	28
5.3 Recommendation	29
Appendix.....	l

List of tables

Table 4.1.Respondent’s demographic information-----16
Table 4.2. Promotion opportunity and basis of transfer -----17
Table 4.3. The effect of promotion on performance-----17
Table 4.5 management attention to employees’ promotion-----18
Table 4.6 Follow up and evaluation body-----18
Table 4.7 The effect of follow up and evaluation on employees’ performance -----19
Table 4.8 Complain and appeal of promotion policy-----20
Table 4.9.Reasons for complain and appeal on promotion policy-----21
Table 4.10. Objectives of transfer-----22
Table 4.11 ways that current employees known about transfer practice -----23
Table 4.12 Opportunity of transfer -----24
Table 4.15 objectives of demotion -----25
Table 4.16 employees’ demotion -----26
Table 4.17. Reasons for demotion -----27

ABSTRACT

The purpose of the study is to assess the promotion, transfer and demotion practices of Woliso general hospital. Among 403 employees of the hospital 80 employees were participated in the study. Simple random sampling method is employed to reach the target population. Questionnaires were used to collect data for the study. Formally the data were analyzed quantitatively and qualitatively by using percentage and presented tables. The finding of the study indicates that to ascertain promotion, demotion and transfer polices practiced, identify the major objectives, to know present practice and to outline and explain the bases of promotion, demotion and transfer. since as the main practices of the hospital regarding on promotion, demotion and transfer. However, the objective of transfer do not focus on the change of organization structure, basis of transfer opportunity is focused on environmental condition and job experience only, Employees after demoted from their work develop many unwanted behavioral changes and it may become dangerous for their life individual or social and Some of the employees don't know about the current policy of implementing demotion and its implementation does not satisfy needs and wants of the employees were problems of promotion, demotion and transfer.

CHAPTER ONE

1. INTRODUCTION

This chapter tells us about background to the Study, statement of problem, objective of the study, scope, limitation and significance of the study. It also include definition of the study.

1.1 Background of the study

Promotion demotion and transfer play a major role the organization for the purpose of retaining skilled and talented man power, to utilize effective knowledge and skill and to satisfy the needs of the organization as may arise out of change in quality of work requirement and change in the organizations (Assefa, 2005).

Promotion, demotion and transfer are vital human resource practices and the movement of human being in organization is important as recruitment and selection of people from outside and calls for some careful planning and use of fair and systematic procedures (French, 2007). Upward, lateral and downward mobility is available for the development purposes in the company. In transfer the employee is assigned a job in different area of the company and promotions are advancements in to positions with greater challenge, more responsibility, and more authority than the employees previous job, and also demotion occurs when with involving move to another position at the same level or lateral demotion and temporary cross functional move because of poor performance (Raymond, et al., 2010).

To ensure that employees accept transfers, promotions and demotion as development opportunities, companies can provide information about the content challenge and potential benefits of the new job and location and information about how the job opportunity were affect their income and other expense (Ibid).

Because Human being requires and utilize other resources by shaping them in a manner that needed to perform successful management action up on organizations policy, objectives and practices on promotion demotion and transfer. Gittings, R. Kaj (2012

A demotion is a movement from one position to another that has less pay or responsibility attached to it. Demotions can be used for punishment, but most organizations refuse it as an option, performing instead of suspend the employee or assess a financial penalty through the feature of pay. The reason for this reluctance is that demotion staffs a position with an

embarrassed and often angry worker who is not likely to be productive or any better behave than she/ he was in the former position (Assefa, 2005).

Generally, organizations develop when they are in a position of efficiently and appropriately utilize the human resource through appropriate management (<http://www.jstor.org>). In fact, employee promotion and transfer are internal sources of recruitment and are parts of human resource management that require emphasis. These aspects of human resource management are very important to employees and as a result they pay greater emphasis to them. So, if there are poor policies, rules and regulations in handling these important and prized issues, the employees lose trust on their organization, their performance decline and above all employees leave the organization; which all together contributes to the failure of the organization (Ibid). In this connection, this study attempts to assess the practices and problem of employees' promotion and transfer in Woliso Lukas General Hospital, so as to build employees confidence on the organization and to keep the organization competitive.

1.2 Statement of the problem

Promotion, demotion and transfer are vital Human resource practices. Those are very indispensable part of achieving the organization goal and objectives. An organization policy bearing on promotions and transfers is of a great importance to employees at all levels which covers a change and calls for greater responsibilities and usually involves higher pay and better terms and conditions of service and therefore a higher status with respect to fill temporary vacancies (Assefa, 2005).

The promotion, demotion and transfer practices have great contribution for the organization to up grading the skill, to cope up with boring redundancy work and to demote the workers those who are not actively perform what the organization expect from them. Such practice helps the organization to realize pre specified objectives, policy and practices effectively. Gittings, R. Kaj (2012

Even though the above listed parameters have a great contribution to the organization there were also a problem in demoting or down warding employees and transferring them in the organization. Due to outgoing and incoming employees the Hospital faces turn over problems, shortage of the required materials and the organization incurred costs for recruitment and

selection of new employees and also demorality of employees at the work condition by looking for the fired employees with respect to change in adaptation that makes the demand concerning efficiency and need a lot of planning accessory. Likewise, Woliso Lukas General Hospital has faced with employee turnover, fear of potential constructive dismissal claims and operational fallout, refusal of employees to accept a transfer, decreasing the number of new applicants and lack of trust on the part of the employees. A demotion is a movement from one position to another that has less pay or responsibility attached to it but, demotion leads to demoralize the people. So, to find the solution for the above problems, the researcher is interested to assess practices regarding promotion, demotion and transfer of employees at Woliso Lukas General Hospital. Therefore, the research questions are:

Research question

1. What are the present practices of promotion, demotion and transfer in Woliso Lukas General Hospital?
2. What are the regulations of Woliso Lukas General Hospital regarding to promotion, demotion and transfer?
3. What are the bases for promoting, demoting and transferring employees in the Hospital?
4. What are the challenges regarding to promotion, demotion, and transfer?

1.3 Objective of the study

1.3.1 General objectives

The general objective of the study is to assess the promotion, demotion and transfer practices in Woliso Lukas General Hospital.

1.3.2 Specific objectives

The specific objectives of the study are the following.

1. To identify the present practice of promotion, demotion and transfer of Woliso Lukas General Hospital.
2. To know the policies of the hospital towards promotion, demotion and transfer.
3. To identify the bases for promoting, demoting and transferring employees in the Hospital?

4. To identify the challenges regarding to the promotion, demotion and transfer of regulation of the Hospital.

1.4 Significance of the study

The significance of this study for woliso Lukas general hospital would be take corrective action on the issue of promotion, demotion and transfer and the study would have a significance for policy makers on their task of formulating appropriate and right polices in order to achieve the goals and objectives of the organization and finally the study would help for other researcher who are interested to assess promotion, demotion and transfer practices.

1.5 Scope of the study

Geographically this study would be conducted in promotion, demotion and lateral transfer practice in Woliso Lukas General Hospital which is found in northern part of Ethiopia eastern Oromia especially in Woliso town. Conceptually, this study focus on assessment of promotion, demotion and lateral transfer practice in woliso Lukas general hospital.

1.6 Limitation of the study

In the course of conducting this study the researcher would face the following challenges.

- The managers and employees may not have time to give enough information.
- Lack accuracy of data and limitation of adequate finding.

1.7 Organization of the paper

The paper would be organized in to five chapters. The first chapter would consist of the introductory part of the research proposal. The second chapter would deal with related literature reviews whereas the third chapter deals with methodology of the study the fourth chapter would come up with data analysis and interpretation, and finally the last chapter would include conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical literature review

2.1.1 Human Resources Movement

The movement of human resources within the organization is important as the recruitment and selection of people from outside and calls for the same careful planning and use of fair and systematic procedures. Employee may be re assignment to new position at initiative of at the organization to fill staff vacancies, to reduce labor costs, or to place workless in job that more appropriate to their interest and abilities. Employee also seeks reassignment as their interest and abilities develop through experience (wadell I, French, 2007).

Most supervisors or mangers are responsible for initiating employee reassignment. Because the human resource department has an overall view of the organization staff in needs and goals, the department is typically given the authority to coordinate and review plans for internal staffing changes and to insure that decision comply with company policy in unionized organization the labor contact spells the rules and procedures governing transfer, promotion and demotion change to those employees cover by the contact (wadell I, French, 2007).

2.1.2 Concept of promotion

A promotion is a movement by a person into a position of higher pay and greater responsibility. Promotion is reward, competence and ambition. They act as incentives to perform above the average in one's present job and to expand one's abilities, aptitudes and knowledge through additional training and development. It is the advancement of an employee within the organization as to rank, salary, job activities and/or designation. (Assefa G, 2005)

It can also carry increases in benefits prevent ages, and prestige, although in some cases the promotion changes title alone. Promotion can be the result of good employee performance prieries promotion an organization must ascertain whether the employee to be promoted can manage the increase in responsibilities that accompany the new position or title, additional training may be necessary. A promotion may involve advancement in designation. Gerhart, Patrick M. (2004),

This means that the more senior position is demarked with a different title. An example would be promotion from office manager to regional manager. In very hierarchical organizations, such as the military, the change in rank alone is significant and brings with it new responsibilities. In the nonprofit sector pay increases are modest. So the prestige of promotion is one of the main benefits. In the private sector, promotion can comprise substantial salary increase, benefit increase, stock options and various “perks,” such as the use of more appealing offices and car parking options. Gerhart, Patrick M. (2004),

Generally speaking, there are more procedural safeguards against preferential treatment in the public sector, whereas in the private sector service or managers enjoy broad discretion in their promotional duties review of promotional decisions and mandates to document such decisions in personal files protect against discrimination, bias, and preferential treatment. (From Wikipedia, the free encyclopedia). There are some examples of a promotion like, HR assistant receives a promotion to HR Generalist, HR Generalist receives a promotion to a dual role of HR Generalist and employees’ development coordinator, HR generalist is given a promotion to HR manager, HR manager is given a promotion to manager of HR and administration, HR manager is promoted to HR director, HR Director receives a promotion to HR vice president HR vice president becomes vice president of Global Human resources or vice president of talent acquisition, management and development. Gerhart & Patrick M. (2004),

2.1.3 Open and closed promotional system

A company is said to have an open promotion system where it is wounding to consider all individual within its organization as potential candidate and also takes the trouble to announce internally such position opening. Where an organization does not announce vacancies or where the candidates is restricted and is not open for all individuals within the organization for the promotion openings the company is said to be have a closed promotion system (Pigros & mayers, 1981).

2.1.4 Promotional Guidelines

While employee promotions positively affect engagement and motivation, very new organization (16%) widely communicate their promotional polices for recruitment or employee retention, according to a 2012 worlds at work survey report. The survey was fielded in August 2012 among

members of world at work; an association of HR/total rewards professionals' at mostly large North American companies. "Organization's consistently under communicated promotional guidelines and policies to the general employee population". Wadell I, French ,2007)

2.2.3 Purpose of promotion

According to Assefa G. (2005)Promotion is usually given to put the worker in a position where he would be of greater value to the organization or where he would be of increased personal satisfaction income from his/her work and to remove a worker from his job as an alternative to avoid the embarrassment of firing of demoting him although to recognize an individual's performance and reward him for his work so that may have an incentive to forehead and employees would have little motivation if better jobs are reserved for outsiders, To build up morale, loyalty and sense of belonging on the part of employees, To promote job satisfaction among the employees and give them an opportunity for Unbroken, continuous service ,finally To utilize effective knowledge and skill of employees. Gerhart, Patrick M. (2004),

2.2.4 Promotion policy

The promotion policy is to take merit in to consideration, sometimes length of service, education, previous work history, etc., is factors which are given weigh while deciding on a promotion. Although promotions are made on the basis of ability, hard work, course out line operation, merit, honest and versatility, May informal influences are power full determinants (Assefa G., 2005).

2.2.5 Benefits of effective promotion policy

Benefits of effective promotion policy is to provide incentive to work more effectively as it given recognition to an employee who had done his job well and It develops employee loyalty by assuming him promotion within the organization, if found fit, It increases job satisfaction of the employee, It helps to attract efficient employees to the organization and increases the effectiveness of the organization. (Davar, 1988,)

2.2.6 Seniority versus - merit/ Ability/

Seniority refers to length of service in the organization or in its various plants or in its departments or in a particular position. There is a great difference and the question of whether promotions should be given on the basis of seniority or ability. Wadell I, French (2007

If a promotion is given to qualified individual with a view to creating an incentive for her/ him, then it should be based on his/her ability. The most widely used basis of promotion combines both ability and seniority. The best policy would be ensure that whenever there are two employees equal seniority, ability or merit should be the deciding factor in promotion. Where, however there are two employees of almost equal competence, seniority should be the decisive factor such policy would satisfy the management, which prefers ability, and trade unions, which prefer seniority. Promotion by seniority is preferred by trade unions and most employees because the system is simple to understand operate and it recognizes the older members need for respect and also it promotes discipline and morale in the organization for all are assured that promotion would come. (Assefa G. 2005).

On the other hand, the system of promotion by merit brings reward for meritorious work, extra competence, achievement and imitative and it encourage an employee to work hard so that he may get an opportunity for advancement in the organization. And it leads to increased productivity, for individual are satisfied that their merit and competence would be properly appreciated and rewarded. Wadell I, French (2007)

2.2.7 Difficulties in promotion

Promotion the wrong employees is like quitting, smoking it is easy to do, a million times. Promoting the right person at the right time take more diligence. Promotion is one thing that every employer, strives for and works hard to achieve, although promotion is a dream for employees, it is no way a right of every employee. It is the advancement of an employee's rank or position in an organizational hierarchy system. It may be an employee's reward for good performance. (Assefa G. 2005).

2.3 Concept of transfer

The word transfer comes from two Latin terms, Trans (over or across) and ferret (carry). Educational experts and physiologists have defined transfer of learning in a number of similar but subtly different ways” The degree to which a behavior would be repeated in a new situation “and the broad, productive and supported use of acquired knowledge, skills, and motivations in a new contexts and learning tasks.” And “the degree to which trainees effectively and continuously apply what is learned in a training setting to a work setting.” Waldman (2004).

What is common to all definitions is a focus on the application of knowledge or skills acquired in one setting to another context (Waldman, 2004).

Transfer is a “lateral shift causing movement of individuals from one position to another usually without involving marked change in duties, responsibilities, skills needed or compensation”. And it represents a horizontal or lateral move from our position to another that has similar pay and responsibility levels, although there may be small differences between the jobs they are relatively in consequential. Management uses transfers most often to fill temporary vacancies; sometimes positions are created as a reward to allow a person to intern with or under study another, higher job. Waldman (2004).

These “Assistant to” positions help the transferee study the higher job up close and under the direct tutelage (instruction/ teaching/ of the person who occupies it. Such moves are common when management is preparing to replace a person who is about to move up or out of the organization. (Assefa G, 2005).

Transfers are also used to staff a new operation department, or division with a top – ranking, experienced nucleus of competent leaders. These persons would staff the operation over time, fleshing out the lower positions and in some cases, providing for their own replacements (AssefaG, 2005).

2.3.1 Type of transfer

Production transfer: - is made to meet the new need of the company when production is dealing in a given department. Specially rush order comes through and work for has to be temporarily increased. Remedial transfer – such transfer is made to recertify the wrong selection and placement of personnel for instance the initial placement of an individual is facility or he can not adjust on the job, his transfer to a more appropriate job is desirable.

Shift transfer: This is common types of transfer of employees from one shift to another on the same types of work. Workers generally dislike a second shift assignment as it affects their participation in community life. H,jhonbernardir (2003)

Versatility transfer is benefit to both the employee and the company providing a verity of job experience. Replacement transfer: from the view point of purpose replacement transfer are similar to production transfer as they also try to avoid lay off (Davar, 1988).

2.3.2 Purpose of transfer

Transfer is generally built up a more satisfactory work team and to achieve the purposes, for satisfying the needs of the organization as may arise out of change in quality of production, fluctuation in work requirement and change in organizational structure and to increase the veracity of the employee by shifting his or her from one job to another.

So, they have ample opportunities for gaining a varied and brooder experience of work such kind of transfer make it possible for an employee to enjoy the facility of job enrichment and also To adjust the work force of the organization, particularly when one is closely done for reasons beyond the control of the employee with respect to replace a new employee by an employee who has been on the organization for insufficiently long time the purpose to give some relief to an old employee from the heavy pressure of work ,although, it help employees work awarding to their connivance so for as timing are concerned for example, an employee is transferred from night shift to mooring or from the first to the, 2nd shift and, Transfers for employees transfer are also done, Under which either difficult for trade union activities or administrative service and the governments, H,jhonbernardir (2003

2.3.3 Reasons for employee transfers

To avoid favoritism and repetitive, to avoid gaining capacity of influencing and egocentrism, to avoid monetary in the work of an employee and also to make an employee accountable to his seat so as to not to find mistake by his successor transfer might be implemented. So as to avoid excess dependency on particular employee, otherwise may affect the purpose of hierarchy and lose control over subordinates to create transparency among the employees and their work and It limits taking advantage and sole control over the seat or section or to avoid unnecessary influence on others for their own advantage to make conversant of different seats work for maintaining health relationship in between all the staff members to retain harmonious environment to avoid unnecessary disputes. Waldman (2004).

2.3.4 Systematic Transfer policy

A systematic transfer policy must be incorporated basically, this should provide for clarifying the types and circumstance under which transfer would done and It should be know who would be responsible for imitating and approving the transfer and also It should prescribe whether the transfer can be made only within a sub or also between a department, division and plants, with indicate the basis for transfer and point out the rate of payment and also It should provide for timely communication of transfer decision.(davar,1988)

2.3.5 Difficulties in transfer

Specialist can only go from one such job to another specialists job

Change of adaptation makes a demand concerning efficiency. It breaks the continuing of the organization work activities. So there a lot of planning accessory if their a transfer the department heads should be encourage that the true men trained sufficiently in advance to step in to other jobs when those fall vacant (H,jhonbernardir ,2003).

2.4 Concept of demotion

A demotion is a movement from one position to another that has less pay or responsibility attached to it. Demotions can be used for punishment, but most organizations refuse it as an option, performing instead of suspend the employee or assess a financial penalty through the feature of pay. The reason for this reluctance is that demotion staffs a position with an embarrassed and often angry worker who is not likely to be productive or any better behave than she/ he was in the former position (Assefa G., 2005).

Within the continuum of disciplinary options available within most organizations, a demotion falls in a middle range of severity, minor violations of rules, or the first violation of a rule would typically result in a verbal or written warning or a suspension without pay. At the other extreme for severe violation so the rules, such as embezzlement or sabotage an employee would typically be find and/or the company would file criminal or civil charges (H,jhonbernardir, 2003).

2.4.1Types of demotion

The following are the most common types of demotion. Opposition is that of lower rank and status in the same hierarchy (E.g from sales manager to sales representative).

A similar role to before but with lesser with lesser authority and responsibility and perhaps a lighter workload (e.g. transfer to a smaller sales territory or management of smaller or fewer customers/accounts, remuneration may or may not be reduced). Temporary demotions, either for asset period or until the employee's performance recovers. Temporary demotions made on the basis that status would later be restored (e.g. demotions made to gain work experience and/or sidestep a career path bottleneck). For dual career couples, one partner may be promoted and relocated and other agrees to accept a demotion in order to relocate as well. H,jhonbernardir (2003)

2.4.2 Demotion policy

A fivefold policy in relation to demotion practice has been suggested with a clear and reasonable list of rules should be framed violation of which would subject an employee to demotion, this information should be clearly communicated to employee, there should be competent investigation any alleged violation. If violations are discovered, there should be constant and equitable application of the penalty preferable by the immediate supervisor and there should be provision for review. In unionized case, this would be automatic via the grievance procedure, in anon unionized case the employer would need to make other provisions for review (Assefa G, 2005)

2.4.3 Causes of demotion

Demotions may be caused by factors beyond an employee's control and when departments free combined and jobs eliminated employees are often required to accept lower level post until normalcy is restored and in adequacy on the part of employees in terms of job performance , attitude and capability happen when an individual finds it difficult to meet job requirement standards , following his/her promotion and when, because of change in technology, methods and practice, old hands are undoable to adjust or when employee because of ill health or personal reasons , cannot do their job properly. A demotion should never be made as a penalty for a violation of the rules of conduct, poor attendance record, or in subordination; because such action would net improve the performance of the individual only discipline and training can set the things right (Assefa G,2005).

2.4.4 Problems caused by demotion

Apart from the legal issues that may arise, there are a number of potential problems that demotion can cause if it is not handled appropriately. The new job may suit the employee, creating a “round peg in square hole” situation sometimes, expedient decisions are made and the employee is demoted to a job that happens to be available but may be suitable and it may not fix whatever the previous problem was. You need to clearly identify the underlying causes that led to the decision to demote. If poor performance was due to skills/knowledge shortcomings that training cannot fix, a lower level job may be a job, as well as the morale of the demoted employee, the morale of co-workers may also be affected (who’s next?) The reasons for a demotion must be clear to both the affected employee and the co-workers and you need to be consistent with how you handle poor performing employees. Otherwise this would damage morale. Yet individual problems require individual solutions, and demotion is not always the best solution. You still have to find a competent person to fill the employee’s previous position. If the employee’s new position is lower paid it may adversely affect his/her financial position and security recommended practices are to provide the employee with financial counseling if required, and possibly to either reduce pay gradually or freeze it until it reaches the correct level for the job. Even where an employee voluntarily applies for a demotion, the offer of financial counseling should still be made, to ensure he/she can cope with a lower income. If the organization’s culture is highly status-driven, demotions are likely to be harder for employees to cope with than if the culture supports learning and new experiences. (Waldman, 2004).

2.4.5 Making demotion more attractive

Implementing demotions would be more successful if the organization’s culture is supportive. In the sense that there is no stigma attached to demotion. This requires the organization to have earned a reputation for looking after its employees, and also to plan the demotion process carefully. (Hjorth, 2003)

2.5 Empirical Literature Review

Getting's (2012) employs the same dataset we use and shows that individuals who are laterally moved earn higher wages in the lateral move period. But he does not provide a theoretical explanation for this finding and he also does not connect lateral moves to the promotion process.

Clemens (2012) develops a theoretical model in which lateral transfers into a “fast” job are positively correlated with subsequent promotions while transfers into a “slow” job are negatively correlated with subsequent promotions. However, using a single firm’s personnel records, Clemens found that lateral transfers into both fast and slow jobs are positively correlated with subsequent promotions. That is, he found evidence more consistent with our model’s predictions than those of his own theory concerning the effects of lateral moves. Gibbons and Waldman in their 2004 paper briefly discussed the idea that lateral moves may be associated with the promotion process in a setting in which task-specific human capital is important. But that paper provided no formal analysis and did not develop testable predictions. (Waldman, 2004).

CHAPTER THREE

3 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

This study have been used descriptive method, because the method can provide precise information concerning the current status of Woliso Lukas general hospital. Besides; it helps to describe in detail. Therefore in order to identify and analyze the existing conditions of the hospital compare its existing conditions with the reviewed research findings of the past and to draw general conclusions of the study, the researcher are interested to use this research method of study. And the researcher also used qualitative and quantitative method of analyzing the data which are in terms of numbers and facts for generalizing and for summarizing the collected data in terms of ideas with the information gain from semi-structured interview made with the management committee and other employees within the hospital.

3.2 Target population

The target population of the study is the employees of Woliso Lukas General Hospital .as the result of this study the researcher collected 403 employees from the organization in Woliso Lukas General Hospital and select 80 by using simple random sampling technique.

3.3 Sample size and sampling procedure

The data is collected from the administrative staff, as the head of human resource management supportive process of woliso Lukas general hospital report the total employees of the hospital is 403, from those total population, the researcher has taken 80 individuals as sample size, to determine this sample size by using simple random sampling technique in order to increase the accuracy of the data and each employee has equal chance to become the sample by using Yemen's formula

Where, N = Total population =403

Z = level of confidence. The value of Z =90%

e = margin of error 10% There for,

$$\frac{403}{1+403(0.1)^2} = 80$$

3.4 Source of data and method of data collection

Both primary and secondary data were used in the study. Primary data is collected using well designed questionnaire, interview and personal observation as best instrument and Secondary data is collected from the hospital manuals and report of the hospital.

3.5 Method of Data analysis and presentation

After the data is collected from both primary and secondary sources, the data also processed and analyzed using both qualitative and quantitative data processing techniques and data presenting would be descriptive data presentation by using tables, percentages and frequencies.

CHAPTER FOUR PRESENTATION AND INTERPRETATION

1.Introduction

This study was carried out on the assessment of promotion, demotion and transfer incase of woliso Lukas general hospital. The sources of the data were both primary and secondary sources. The study used simple random sampling and 80 representatives were selected out of 403 employees. To made data analysis and presentation, respondents were given both ‘yes’ or ‘no’ closed ended questions and open ended questions. Since the majority of the questions in the questionnaires’ are ‘yes’ or ‘no’ type, responses are identified and percentages are computed to make visible the indicated responses to readers.

4.1 Data Presentation

The study is a simple random sampling hence, from the total population of the study 403 employees and select 80. Therefore the total of 80 copies of questionnaire were distributed to the selected employees of woliso Lukas general hospital. The entire questionnaire were correctly filled and returned giving a response rate of 100% hence, all questionnaire filled properly.

Table 4.1. Respondent’s demographic information

No.	Item	Respondent	
		No	percent
1	sex		
	Male	56	70
	Female	24	30
	Total	80	100
2	Age		
	20-25	30	37.5
	26-30	36	45
	31-35	14	17.5
	36-40	-	-
	Above 40	-	-
	Total	80	100
3	Education back ground		
	certificate	-	-

	Diploma	20	25
	Degree	52	65
	Master	8	10
	PHD	-	-
	Total	80	100
4	Working experience		
	0-3	46	57.5
	3-6	20	25
	6-9	12	15
	Above 9 year	2	2.5
	Total	80	100

(Source: Own field survey, 2011/2019)

As shown in the above table 4.1 , 70% were male and 30% were female respondents thus, Most of the respondents were male as it compared to females, why because most of the employees in woliso general hospital were males. Regarding age 37.5% of the respondents were range between 20-25 years and the other 45% of the respondents were the range between 26 -30years and the rest17.5 % of the respondents were range between 31-35 years. The respondents answer in education back ground and work experience, indicates that above half of the respondents 65% are Degree holders, and 25% are Diploma holders, and the rest 10% of the respondents are master holders. The respondents answer about work experience indicates that some of the woliso general hospital employees has 0-3 years' work experience which is 57.5%, and 15% of the employees in woliso general hospital has 6-9 years' experience and the rest 25% and 1(2.5%) has work experience of 3-6 years above 9 years respectively. Therefore the response shows that most of employees within the hospital have not been stay a long period of time. Thus the hospital developed by work force.

Table 4.2. Promotion opportunity and basis of transfer

No.	Item	Respondent	
		No	Percent
5	Is there existence of promotion opportunity in woliso Lucas general hospital		
	Yes	64	80
	No	16	20
	Neutral	-	-
6	Basis of transfer		
	Seniority	23	50
	Merit	17	37.5
	Invitation from the administration	6	12.5
	Total	80	100

(Source: Own field survey, 2011/2019)

Based on the table 4.2 information above half of the respondents 80% were get opportunity of promotion and the rest 20% of the respondents did not get opportunity of promotion. This implies that the majority of employees in woliso general hospital have get of promotion and it creates motivation for employees and it might help to achieve the objectives of the organization. Answer for basis of promotion indicates that above half (50%) of the respondents get opportunity based on seniority, 37.5% of the respondents 'are by merit and 12.5% of the respondents are based on invitation from the administration. It implies that the promotion give for employees by seniority has better effect in the organization for recognize the older members that needs for respect and also it promotes discipline and morale in the organization for all assured that promotion would come when it's due. Thus there is the existence of promotion opportunity in woliso Lucas general hospital

Table 4.3. The effect of promotion on performance

No.	Item	Respondent	
		Number	%
7	Promotion helps to extend performance		
	Yes	70	87.5%
	No	-	-
	Neutral	10	12.5%
	Total	80	100%

(Source: own field survey, 2011/2019)

From the Table 4.3. We can observe that 87.5% of the respondents answer the opportunity enables them to exert their best performance. The rest 12.5% of the respondents are neutral, there is no respondents said no. It implies that almost all of the employees in the hospital employees believed that the promotion opportunity they experienced helps to increases their performance. Therefore these refers that employees of woliso Lukas general hospital may increase their performance especially for experience. Thus promotion helps to extend performance.

Table 4.5 management attention to employees' promotion

No.	Item	Respondents	
		Number	%
8	How management of the hospital give as attention to employee's promotion.		
	provides incentive to work more effectively	28	34.7%
	Playing the policy of promotion effectively	10	13%
	By using open and closed promotional system	42	52.2%
	Total	80%	100%

(Source: own field survey, 2019)

As shown from the above table above half 52.2% of the respondents' said the hospital management gives attention to employees' promotion by using open and closed promotional system and 34.7% of the respondent, said provides incentive to work more effectively are another means of hospital management to employee promotion, the rest 13% of the respondents were by applying the policy of promotion effectively. From these the researcher conclude that the hospital used open promotional system for considering an individual within the organization as potential candidate and takes the trouble to announce internally such position opining and using closed promotional system where the candidates is restricted and not open for all individuals within the organization for promotion openings. Thus the hospital management provides incentive to work more effectively.

Table 4.6 Follow up and evaluation body.

No.	Item	Respondent	
		Number	%
9	Existence of responsible body for follow up and evaluation		
	Yes	59	70.8%
	No	14	20.4%
	Neutral	7	8.7%
	Total	80	100%

Source: own field survey, 2019

In the above table 4.6 shows, 70.8% of the respondents answer are that there is a regular body responsible for following and evaluation of employees promotion., the rest 20.4% answered no, that means there is no responsible body for follow up evaluation of promotion in the college and the other 8.7% are neutrals. This implies the management of the organization is given relative better attention for a promotion and the responsible bodies also give focus to evaluation and follow up. This is the manifestation of the hospital put it good position regarding to follow up and evaluation of promotion. Thus existence of responsible body for follow up and evaluation.

Table 4.7 The effect of follow up and evaluation on employees’ performance

No.	Item	Respondent	
		Number	%
10	Follow up and evaluation affects the performance of employees		
	Agree	36	46%
	Disagree	34	42.5%
	Strongly agree	10	12.5%
	Strongly disagree	-	-
	Total	80	100%

(Source: own field survey 2019)

In the above table 45% of the respondents agree that absent of responsible body for follow up and evaluation of promotion affect the performance of employees and the rest 42.5% disagree about follow up and evaluation of promotion does not affect the performance of employees and 10 (12.5%) are strongly agreed that absent of responsible body for follow up and evaluation of promotion affects employee’s performance. Therefore employees are agree the statement follow up and evaluation affects the performance of employees. Thus follow up and evaluation affects the performance of employees

Table 4.8 Complain and appeal of promotion policy

No.	Item	Respondent	
		Number	%
11	Complain and appeal on current promotion policies		
	Yes	24	30%
	No	50	62.5%
	Neutral	6	7.5%
	Total	80	100%

(Source: own field survey , 2019)

As the respondent answered for complaint and appeal question ,more than half of the respondent (62%) do not complain and appeal on current promotion polices but the rest 30% are appeal on the current promotion policy and 7.5% of the responders are neutral. this implies that the promotion policy of the college is suitable for the majority of workers believed. Thus Complain and appeal on current promotion policies.

Table 4.9.Reasons for complain and appeal on promotion policy.

No.	Item	Respondent	
		Number	%
12	Reason for not complaining and appeal		
	Because promotion is given to qualified employees	8	10%
	Because the policy give promotion based merit and seniority	34	42%
	Because the current promotion policy is clear to all employees	36	45%
	In general increase employee	2	3%
	Total	80	100%

(Source: own field survey-2019)

As shown from the above table 10% of the respondents answered they have not complain and appeal on promotion policy because promotion is given to qualified employees and 42% of the respondents' replay that the reason for don't complain on current promotion is that promotion is given based on merit and seniority, the rest 45% replies that no complain on current promotion policies because the policy is clear to all employees in the hospital. The reason of complaining and appeal is because the current promotion policy is clear to all employees.

Table 4.10. Objectives of transfer

No.	Item	Respondent	
		Number	%
13	The objective of transfer in the organization		
	To help employees increase their performance	21	26%
	To satisfy employees transfer demand due to personal reason like family problem or health	36	45%
	To change the organization structure	9	10.8%
	To fill temporal vacancy	4	4.3%
	To adjust the work force of the organization	10	13%
	Total	80	100%

Source-own field survey-2019

The table 4.10 respondents answer indicates that 26.% answered the objective of transfer is to help employee’s increase their performance, 45.5% of the respondents answered that to satisfy employees transfer demand due to personal ordered that the objective is to adjust the work force of the organize for the researcher conclude that Transfer is not mainly for structure performance and fulfilling the needs of the employees. Thus objective of transfer in the organization is to satisfy employees transfer demand due to personal reason like family problem or health.

Table 4.11 ways that current employees known about transfer practice

No.	Item	Respondent	
		No	%
14	transparent transfer practice		
	Yes	66	82.5%
	No	8	10%
	Neutral	6	7.5%
	Total	80	100%

Source: - own field survey- 2019

From the above table above half or the majority of the respondents’ 82.5% answer shows there is a way that the current employees know about the transfer and the rest 10% said the current employees cannot know about the transfer and 7.5% of respondents are neutral. Thus the researcher believed that the hospital and the employees has strong relationship and loyal to each

other. Therefore the transfer practice of woliso Lukas general hospital are more of Transparent transfer practice. Thus there are transparent transfer practice

Table 4.12 Opportunity of transfer

No.	Item	Respondent	
		No	%
15	Getting opportunity of transfer		
	Yes	54	67.5
	No	26	32.5
	Neutral	-	-
	Total	80	100%

Source: - own field survey- 2019

As shown from the above table above last 67.5% of the respondents answered yes, i.e. get the opportunity of transfer in the hospital and the rest 32.5% replies that didn't get opportunity of transfer. This indicates that the hospital gives attention to employees transfer and tries to satisfy the needs of the employees. Thus there is opportunity of transfer

Table 4.15 Objectives of demotion

No.	Item	Respondent	
		Number	%
16	The objective of demotion		
	To improve the demand of the organization	24	30%
	To improve the performance of an individual	18	22.5%
	To penalize the employees that has poor attendance record	28	36%
	Other	10	12.5%
	Total	80	100%

(Source: own field survey , 2019)

As shown from the above table 30% of the respondent said that the objective of demotion is to meet the demands of the organization, 22.5 % said to improve the performance of an individual and the rest 36 % of the respondents answered that the objective of demotion is to penalize the employees that has poor attendance record and 12.5% are others. Therefore, the researcher concludes that the hospital uses demotion mostly as penalty of employees that has not

performed well. Thus the objective of demotion is to penalize the employees that has poor attendance record

Table 4.16 employees’ demotion

No.	Item	Respondent	
17	Is there any employee ever been demoted in your hospital.		
	Yes	50	62.5%
	No	-	-
	Neutral	30	37.5%
	Total	80	100%

(Source: own field survey, 2019)

The respondents answer shown that more than half of the respondents 62.5% answer “yes” for the existence of demotion activity in the hospital. The remaining 37.5% of the respondents answer are neutral. This implies that the hospital gives more attention for the existence of demotion activity. There were some employee ever been demoted in your hospital.

Table 4.17. Reasons for demotion

No.	Item	Respondent	
		Number	%
18	Reason of demotion		
	Poor performance	70	87.5%
	Misbehavior	10	12.5%
	Mismatch	-	-
	Total	80	100%

(Source: own field survey, 2019)

For the reason of demotion above half 87.5% the respondent answered the reason for demotion of employees are poor performance and the rest 12.5% said misbehavior. This implies the hospital demotes employees when they are not doing his/ her work properly and they show with miss behavior that are not going with the line of the organization rule and regulation so, it is a real penalty for them to overcome the problem of misbehavior and poor performance of employee. Thus reason of demotion were Poor performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Finding

Based on the data presented and analyzed above from the responses of the employees through questionnaire conducted with the employees of the hospital, the following conclusion, and recommendation are forwarded. The researcher observed that most of the respondents were male as it compared to females, why because most of the employees in woliso general hospital were males also the opposition of promotion and gender violence.

The following are the most common types of demotion in woliso Lukas hospital

Opposition is that of lower rank and status in the same hierarchy (E.g from sales manager to sales representative).

- A similar role to before but with lesser with lesser authority and responsibility and perhaps a lighter workload (e.g. transfer to a smaller sales territory or management of smaller or fewer customers/accounts, remuneration may or may not be reduced).
- Temporary demotions, either for asset period or until the employee's performance recovers. Temporary demotions made on the basis that status would later be restored (e.g. demotions made to gain work experience and/or sidestep a career path bottleneck).
- For dual career couples, one partner may be promoted and relocated and other agrees to accept a demotion in order to relocate as well.

The demotion policy of woliso Lukas general hospital

- A fivefold policy in relation to demotion practice has been suggested with a clear and reasonable list of rules should be framed violation of which would subject an employee to demotion, this information should be clearly communicated to employee, there should be competent investigation any alleged violation.
- If violations are discovered, there should be constant and equitable application of the penalty preferable by the immediate supervisor and there should be provision for review. In unionized case, this would be automatic via the grievance procedure, in anon unionized case the employer.

5.2 Conclusions

Most of the employees of Woliso general hospital are male, and well educated having first degree and above, with such educational background. No one doubts that they are capable to understand and implement the policies and procedures of the organization and accomplish their duties and responsibilities efficiently.

Woliso general hospital did not give promotion to employees by seniority and merit based equally, this means that it mostly give promotion by looking length of service rather than give incentives based on their ability. a hospital has responsible body for following and evaluation of employees' promotion, this responsible body is necessary for creating of close relationship with Employees and the management of the hospital.

- The management of the hospital gives more attention for using of open and closed promotional system for promoting employees and it does not give better attention for providing incentive to work more and not give attention for applying the policy of promotion.
- The objective of transfer did not focus on the change of organization structure
- Some of the employees of Woliso general hospital have got an opportunity of transfer and the basis of transfer opportunity is focused on environmental condition and job experience only.
- The hospital has a transparent approach about the transfer practices and every member of the organization has the opportunity to know about its practice.
- Employees of Woliso general hospital after demote from their work develop many unwanted behavioral changes and it may become dangerous for their life individual or social.
- Some of the employees of Woliso general hospital didn't know about the current policy of implementing demotion and its implementation does not satisfy needs and wants of the employees in the hospital.
- The demotion activity in the hospital indicates the focus of the hospital on avoiding miss behavior and to penalize employees that has not performed well in his/her job activities.

5.3 Recommendation

- As per the investigation the researcher have found out the root causes for the already existing problems from the research carried out on the assessment of promotion, demotion and transfer practices of Woliso general hospital. According to the finding/investigation) assessment, the researcher had been for warded the following recommendations to avoid or mitigate these problems. Thus are:
- In the organization it is advisable to improve its promotion practices, even if seniority based promotion is satisfied some of the employees. The management must take consideration on other measurement, such as ability to do new work, present knowledge related with the new work and interest of workers to the new position or a combination of thus factors.
- The researcher strongly recommend that the hospital should give relative better attention for giving incentive that works well and should apply the policy of promotion correctly.
- It's advisable to the hospital for to change the structure of the organization with respective to fill gaps and to adjust the work force of the organization and it is useful to the hospital for reducing the old techniques that are not necessary and replace the technique.
- The hospital gives transfer opportunity only for the basis of environmental condition and job experience; therefore the management must take consideration on punishment basis of transfer for avoiding excess dependency on particular employee.
- Though the management is a better position or reason visibility for follow up and evaluation it should have to create a mechanism of giving full information and knowledge about were doing and integrated things with the college.
- Majority of the Woliso general hospital Employees are not interested to appeal on the current human resource movement of promotion so the hospital must create a clear path between management, supervisions and its employees to enables them to express opinions and suggestions about promotion policy done by the management.
- The hospital should to implement demotion in the right way and should satisfy the demand of the employees..
- It is advisable to reduce employee's demotion in the hospital by means of giving advice to the demotes rather than demoting it fast.

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Appendix
WOLKITE UNIVERSITY
QUESTIONNAIRE

College of Business and Economics
Department of Management

Dear respondents the objective of this questionnaire is to gather a relevant data for conducting a research on the topic of assessment of promotion, lateral transfer and demotion of as partial fulfillment to the completion of the BA Degree in management from wolkite University. Your participation by giving clear and accurate answer is very important for the realization of the study. Please be sure that all information provided in questionnaire shall be used for the research purpose only and treated with at most confidential.

General direction

- ✓ √There is no need to write your name
- ✓ Indicate your answer with mark (√)
- ✓ √Use the blank space to give your short answer

Part one–Biography of Respondents

1.Sex: male Female
2.Age :18-25 34-41 above 49
26-33 42-49

3. Educational back ground:
Certificate master
Diploma PHD
Degree Others please specify

4.Working experience
0-3Year 6-9 year
3-6 year above 9 year

Part two-Promotion, demotion and lateral transfer related questions Promotion practice policy and opportunity

5. Is there promotion within the Woliso Lukas general hospital?

Yes No

6. What is the basis of transfer in Woliso general hospital?

Seniority invitation from the administration

Merit others please specify _____

7. Do you think that promotion helps to extend performance

Yes No Neutral

8. If your answer for question no 7 is **no** why?

9. Is there a responsible body for follow up and evaluation?

Yes No neutral

10. Does follow up and evaluation affect the performance of employees

Yes No neutral

11. Is there complain and appeal on current promotion policies

Yes No Neutral

12. If you say 'yes' in questions number 11 the reason for complaining and appeal in this hospital is _____

13. The objective of transfer in the organization

To help employees increase their performance

To satisfy employees transfer demand due to personal reasons like family problems or health problem

To change the organization structure

To fill temporary vacancies

To adjust the work force of the organization

Others please specify _____

14. Is there a transparent transfer practices in the organization?

Yes No neutral

15. Are employees getting opportunity of transfer

Yes No Neutral

16. What is the objective of Demotion?

To meet the demands of the organization

He/ She is not capable to the position

Do not discharging his or her duty in properly manner

Others please specify _____

17. Is there any employee ever been demoted in your college?

Yes

No

Neutral

18. What are the Reasons for demotion?

Poor performance

mismatch

Misbehavior

others please specify _____

19. What looks like the practices of promotion in Woliso Lukas General Hospital?

20. What are the type of transfer practice in Woliso Lukas General Hospital?

21. Is there any challenge for promoting, demoting and transferring employees in the Hospital?

22. What are the bases for promoting, demoting and transferring employees in the Hospital?

23. Generally, what can you say about employees promoting, demoting and transferring employees in the Woliso Lukas General Hospital?

Thank you for your cooperation!!!

