

3.5 TRANSFER

Transfer is used to place employees in positions where they may get greater job satisfaction and contribute their best efforts to the organization.

Transfer involves some rather delicate issues which should be tackled gently. No department head wants to lose a good employee.

3.5.1 Types of Transfer

A transfer implies a lateral movement of an employee in the hierarchy of positions of the same or similar status, from one department to another.

Transfer may be initiated by the management or by the employees.

The management may initiate a transfer to place an employee at such a place where he can be better utilized from its point of view.

Similarly, an employee may request a transfer to a place where he can find more avenues of promotion, or for some personnel reasons.

There are several types of transfers:

i. Production transfers

These are made from one department where the personnel requirements are declining to another department where more personnel are required.

This type of transfer is made to avoid dismissal in one department and also to avoid employment of persons from outside in another department.

ii. Replacement transfers

In replacement transfers, a long-service employee is transferred to a similar job in another department where he replaces an employee with shorter service.

The object of these transfers is to retain, as far as possible, an efficient and trained employee and to discharge the junior-most employee.

iii. Versatility transfers

These are made for the purpose of providing the management with a flexible group of employees.

This type of transfer may be used as preparation for production or replacement transfers.

Such transfers help the management in preparing an army of all-rounders who can be conveniently transferred from one department to another at the time of need.

iv. Shift transfers

These are made in those organizations where there are more than one shifts.

Under this type of transfer, employees are transferred from one shift to the other on similar jobs

involving the same type of work.

v. Remedial transfers

These are made for various reasons primarily concerning the person on the job, e.g. faulty placement of an employee on a job at the time of his joining, incompatibility with his supervisor, illness, accident record, etc.

Remedial transfers can particularly result in better placement of employees and improved confidence.

3.5.2 Transfer Policy

A systematic transfer policy is needed to maintain harmonious relations between management and employees.

A transfer policy is needed to maintain reasonable consistency of treatment throughout the organization. In formulating this policy, the following points should be incorporated:

1. The circumstances under which transfers can be made
2. Responsibility for initiating and approving transfers
3. Transfers within sections or between departments anywhere in the hospital
4. Basis for transfer
5. The rate of pay.

Advantages of transfer policy

Transfers are helpful in utilizing human resources. They help in relating long-service employees and utilizing them effectively.

The following are some of the advantages of a good transfer policy:

1. It increases the productivity and effectiveness of an organization
2. It improves employer-employee relations
3. It motivates employees.