Chapter 9

Summary of findings and recommendations

1.1 Summary of findings

1.2 Recommendations

1.1 Summary of Findings:

In this research data has been collected with the help of questionnaire and with statistical analysis some conclusions and findings came forwards. All major conclusions and findings are mentioned in this chapter along with some suggestions which would be helpful for MSRTC for improving its personnel management practices.

Recruitment and selection process

- MSRTC follows traditional process of recruitment and selection.
- Corporation follows all the norms of reservation prescribed by government. It gives social reservation as well as parallel reservation. Social reservation is for cast category candidates and parallel reservation is for special category candidate like sports person, children of Ex-servicemen, women, handicap etc.
- For clear understanding regarding parallel reservation of sports person, MSRTC has given a list of authorized games from Indian Olympic association. So with the help of given list it is too easy to understand which games are authorized and whether the candidate can get gain of reservation or not.
- The process of recruitment and selection used earlier means during 1975-1980 was not effectively conducted, norms of this process were not followed appropriately and that is why the result of this process was not giving satisfactory outcome. Major changes had been done in recruitment and selection process in the year 1980 for improving these processes.
- (A) And revised recruitment and selection process was of six different stages for selection of proper candidate. It involved screening of application, physical measurement, document screening, driving test, personal interview and medical examination.
- (B) Again for the purpose of improvement revised process of recruitment and selection introduced in MSRTC. According to new process candidates has to gone
through four stages of recruitment and selection. Like, written test, Driving test and personal interview and at last with calculation of all mars of tests final selection takes place.

- If we compare point (A) and point (B), it is been observed that major changes are done by MSRTC in its recruitment and selection, like earlier it was six stages process and now it is of four stages process, earlier written test was not conducted but now candidates has to go through 100 marks written test. So now MSRTC is giving more stress on evaluation of mental abilities of candidate.

- Not only written test is one of the criteria of selection process but in this latest process corporation has also mentioned that candidate who have knowledge of computers will get preference in selection process. It also mentioned that if candidate has finished MS-CIT computer course he will get preference. Giving preference to computer literate candidate shows that MSRTC is gradually developing its process and making it more effective.

- In latest process, for avoiding further problems MSRTC has already make it clear that if two or more candidates secured same marks in test then while final selection on the basis of some criteria like grades in education qualification, cast category etc. candidates will get preference.

- Now MSRTC is giving more focus on job analysis and specially on job description, MSRTC has given clear and detail information about various jobs, like name of post, pay scale of the post, required education qualification for the post, how experience is must, age limit for various category, expected abilities of candidate etc.

- MSRTC has issued specimen of application form for getting detailed information about candidate. With the help of this application corporation collects all personal information about candidate like name, marital status, address, cast details, date of birth then detail information about education, board, university etc. social category details, social background of candidate like about police case etc. about computer literacy, physical details like height, weight etc.

- Corporation asks for experience as per the requirement of job and also provide specimen of experience certificate. In the specimen of experience certificate for driver category post, corporation asks detail information about candidate. Here it get clear that for fulfilling motto of safe driving MSRTC strictly evaluate driver category candidate. Corporation accept only those experience certificate for driver, which are
given heavy vehicle owner under whom candidate has worked, and in this specimen he has to give details about accidents done by candidate and also MSRTC want to know about personality of candidate whether he has done any crime, whether he has drugs addiction etc.

- MSRTC has been trying to make recruitment and selection process easy and effective. So while giving parallel reservation to sports person MSRTC asks for certificate in prescribed form, and it has given a specimen form for representing India in an International completion in one if recognized game

- If crowded season is there and if operating staff is not sufficient in that case MSRTC adopt direct recruitment process in this process MSRTC measure number of schedules and accordingly takes decision about recruitment. In this direct process of recruitment MSRTC skip the written test but further all steps are followed as per revised and latest recruitment and selection process like, driving test, personal interview, document verification etc.

- In direct recruitment process it is suggested by management that the waiting list of candidates from last recruitment process should be used for filling vacancies immediately. And this decision about using waiting list candidate should get published in local news paper.

- For giving information about organization and for imparting knowledge about new and advance technology MSRTC organizes and conducts induction program.

- MSRTC gives stress on technical knowledge in induction program. Which proves helpful for newly joined employees to understand that how to operate with the technology. Usually speeches are given in induction program.

**Training and development**

- MSRTC provides different types of training program like Induction training and refresher training, special training, special training for computers etc. MSRTC organizes such training program in whole year with the help of CIRT.

- Training programs are not only knowledge based or information based but also some training programs are for developing trust and for developing perception about team or group.

- The format of training and development is pre planned, it means employee category who should attend the training, number of days for training, contents of training program.
• MSRTC provides special facility of training for backward class candidates. Special coaching is given to backward class candidates for getting knowledge of driving and for getting driving licence.

• With the help of available data it been observed that number SC category candidate attended training at driver training school (at Talegaon, Pandharkavada and Gadchiroli) does not increase from last ten years.

Salary and wage administration


• Night halt allowance get decided in the settlement of the year 1996-2000, this allowance get increased in next settlement in 2000-2004, this rate remain constant in next settlement 2004-2008 but rate of this allowance get decreased in next settlement 2008-2012. And a new concept has introduced by MSRTC that is lower income income scale employees and these get even less allowance than regular employee for same type and quantity work. Same pattern is followed in the case of parcel allowance, postal allowance, delay allowance, night travel allowance.

• Again same pattern is followed for night shift allowance but again employees get divided on the basis of consolidated income getting employees and different calculation applied for them foe night shift allowance.

• In the case of washing allowance, in settlement year 1996-2000 it is decided to give this allowance, rate of same allowance get increased in next settlement year 2000-2004, rate of this allowance remain constant for nest settlement year 2004-2008 but in next settlement 2008-2012 rate of this allowance get decreased. Same pattern is followed in the case of stitching allowance, cash allowance, cash handling allowance, defect repairing allowance, cook and guest house servant allowance.

• A new concept is introduced in 2000-2004, that is without conductor service, it means that driver will take care of all the responsibility of that particular fleet, and conductor
will not be there. So in such case driver will get without conductor service allowance and same pattern been followed in next settlement year 2004-2008, but in next settlement year 2008-2012 such allowance was not given.

- MSRTC is dedicated towards employee’s need, like if natural calamity arises then effected employees were getting one month salary and aborigine allowance in advance as per settlement 1996-2006, but in next settlement this norm got changed and effected employees were getting three months salary plus aborigine allowance in advance again in next settlement norms got changed and effected employees were getting Rs.2000/- as monitory help from MSRTC.

- As festivals are part of everyone’s life, MSRTC also considers importance of festivals and in the settlement 1996-2000 it was decided that MSRC will give festive advance and it will recollect in ten EMI, but in the settlement 2008-2012 it was decided to give festive advance as per the decisions of State government.

- In the matter of route allowance and city transport route allowance it been observed that settlement of 1996-2000 and settlement of 2008-2012, in both settlement rates of both allowances are same only the change is in settlement 2008-2012 employees are get divided in two category like regular employees and lower income scale employees. So here rates for regular employees is similar in both settlement but in 2008-2012 settlement lower income scale employees are getting less allowance.

- Corporation appreciates its employees by giving the attendance motivation prize. For giving this prize MSRTC has already made chart, this chart shows that for how many days work how much prize should be given. It number of days and amount of prize is decided, in the settlement year 1996-2000 this chart was decided but in the settlement of 2000-2004 this amount of prize increased and number of working days remained same, next to this in year 2008-2012this amount of prize get decreased up to the amount of settlement 1996-2000 and number of days are same again.

**Disciplinary action process**

- MSRTC is very much serious about maintaining discipline in all activities of all type of employees. In this process corporation has divided offences in two categories, like act of misconduct and minor mistakes and offences.

- Competent authority plays an important role in disciplinary action process, he has authority of giving order of suspension to accused employee. Before taking decision about disciplinary action, MSRTC considers proofs, facts, documents and there is no
scope for imaginary opinion of any concern person. MSRTC follow rules rigorously, it sends duly prepared charge sheet to accused employee and it also gives opportunity to accused employee to give explanation of his behaviour.

- MSRTC tries to maintain high level of transparency in the disciplinary action process and for that purpose if accused employee wants to see documents related to his case then MSRTC gives him that opportunity.
- For making it clear to employees that what type of misconduct will be reason for what type of punishment and who is appealing authority for that case, MSRTC has given a chart which gives easy understanding to all above questions. MSRTC gives very strict punishment against charges like fraud, disloyalty, embezzlement regarding corporation work or asset.
- MSRTC keeps close observation on the decisions given by various authorities regarding disciplinary action and MSRTC noticed that these authorities are giving mild type of punishment but as per rule where strict punishment should be given, after having this type of observation MSRTC had serious communication with these authorities about their decisions.
- MSRTC not only takes corrective action against accused employee but also it take action against decision making authority also like inquire officer or it communicate with competent authority, appellate authority about delay in decision making wrong decisions, giving mild type of punishments.
- MSRTC keeps resemblance in its procedures though out state, and for maintaining this MSRTC has prepared various specimens, it gives similarity to processes and it makes documentation more effective, it’s one example is, specimen of charge sheet, this sheet contains information like name, post of accused employee, at what date and time misconduct done by him and what charges are put on him. Corporation has also prepared separate specimen of charge sheet for short procedure of disciplinary action.

**Employee welfare, health and safety**

- Staff welfare committees work at divisional level, it consist of some members (seven members) nominated from recognized union. This committee works for organizing and controlling various facilities like sports, cultural, drama, and library. MSRTC provides financial grant to Staff welfare committees.
- Co-operative canteens work at divisional offices and divisional workshops for employees so MSRTC supply free electricity and water to the contractor of canteen.
• For developing recreation skills of employees and for providing sports facilities, MSRTC runs Staff Institute. In-door, out-door games equipments are provided to employee through this institute. For encouraging employee’s sports skills and acting skills, MSRTC specially arrange inter divisional drama competition. And also honors to winning team. Not only drama but also MSTC encourage sports for which every year it organize sports tournaments. And whole expenditure for such competitions and tournaments are bear by MSRTC

• Labor welfare centre is also a part of employee welfare facility in MSRTC. This centre works for sports meet of children of employee and specially these centers work for ladies for demonstrating cooking, sewing etc.

• MSRTC provides housing facility to its employees, but the number of quarters is same from last ten years. On other side number of employees is increasing year by year.

• MSRTC not only encourage employees but also it encourages wards of employees by giving them scholarship. As per decided norms MSRTC gives monthly scholarship to wards, this scholarship is for students studying in various classes like 11th, 12th, degree course diploma and engineering &medical. MSRTC does not discriminate regular employee and part time or daily wage employee while providing this facility, MSRTC treats all employees same while giving scholarship or prizes.

• It is been observed that MSRTC provides help in the natural calamity. And MSRTC has stated the list of natural calamity for which it will help to employees in monitory form. MSRTC provided death relief fund and it also has major contribution for this fund.

• Another welfare scheme run by MSRTC is, Family Welfare Scheme, in this scheme if employee died on duty MSRTC gives monitory help to legal heir of that employee. For this scheme MSRTC contributes more than rupees one crore. MSRTC provides death relief fund and it also has major contribution for this fund.

• Corporation takes care of existing employee as well as retired employees. MSRTC provided free travelling passes for retired employees. As well as Corporation raise fund under the name of Employee Welfare Fund

• MSRTC take care about needs of employees and for that it provides uniforms, raincoat, woolen jersey, woolen over-cote, apron, gum shoes, lockers, torch and especially for female worker it provide uniform sari and blouse piece. It means that as
per the requirement of employee MSRTC provides accessories to them, and as per the
different settlements between employee and management these facilities are get
provided to employees and in every settlement after four year MSRTC tries to fulfill
demands of employees for providing them better working condition.

- For maintaining and developing welfare facilities and for having close supervision
  and control on these facilities MSRTC has given responsibilities to Depot Manager to
take care of some area regarding employee welfare.
- MSRTC provides health facility not only to its employee but also to the family
  members. MSRTC gives maternity leave to female employee of organization as per
  the norms of government. MSRTC encourages family planning, and for family
  planning operation it gives special leave to employee. If spouse of MSRTC employee
  is going for family planning operation in that case of also employee gets the
  concession. And this concession is applicable to daily wage workers also.
- MSRTC has given a list of government authorized hospitals where its employees can
  have health treatment and the medical expenditure reimbursement is given by
  MSRTC. If employees of MSRTC take health treatment in government hospital then
  MSRTC gives medical expenditure reimbursement as well as if employee take health
  treatment in government authorized private hospital (list of private hospital is given)
  in that case also MSRTC gives medical expenditure reimbursement.
- Not only list of government hospital is given but also MSRC has clarified that, how
  much reimbursement of medicine expenditure will be given and how much
  reimbursement of hospital staying expenditure will be given.
- State government has given a list of medical treatment equipment, and it is suggested
  that if government employee is purchasing it for health purpose then he should get
  reimbursement and same rule is applicable to MSRTC if its employee is purchasing
  that equipment for his medical treatment then MSRTC gives reimbursement of
  expenditure.
- Corporation has declared list Sudden Diseases and serious diseases. If employee of
  corporation get injured on duty in such case corporation provides monitory help to
  that employee without delay. This monitory help is done in the form of advance to
  the employee for hospitalization expenses.
- For making procedure understandable MSRTC has clearly stated the steps for getting
  medical dues to employees.
• MSRTC defines accident and explains its meaning. MSRTC divides accidents into three categories like minor, serious, and fatal. Corporation also has a list of basic reasons for accidents like bad condition road, drink and drive, high speed, ignorance towards traffic rules, etc.

• The role of the depot manager is crucial in accident cases because he is the first person who gets information about the accident and who has to take immediate action in all minor, serious, and fatal accidents to reduce losses from accidents.

1.2 Recommendations:

• In recruitment and selection processes, MSRTC should add one step of psychoanalytical test for evaluating perceptions, psyche, and personality of the candidate. Such a test will be helpful for selecting the right candidate.

• For the purpose of improvement in recruitment and selection processes, MSRTC should use E-recruitment and selection. E-recruitment and selection can help in increasing the speed of this process and can be helpful in preserving data for future reference.

• MSRTC should maintain transparency in the whole recruitment and selection process because, with the help of such transparency, the corporation can exhibit that it gives fair and equal treatment to all candidates.

• The hiring authority should receive proper training for improving their candidate selection decision skills. Also, the hiring authority should receive exact information about human resource requirements of the organization.

• MSRTC follows traditional methods of training, and employees are not satisfied with the equipment used for training and development. So for developing helpfulness of training and development programs, MSRTC should use various types of training and development programs, like the corporation can use case study method, role play method, management games, etc. These are some more effective methods of training and development. Use of these methods can develop a variety of skills like perception skill, analytical skill, decision making skill, etc.

• Training and development should not be based on information and knowledge but also should concentrate on developing personality. Training should be given for improving communication skills of the employee, time management should be a part of the training program. All these types of training will be helpful to employees for doing their jobs effectively.
• Training programs are pre-decided in MSRTC, but according to the changing needs organization, changing needs of employees and changing needs of customer, corporation should do time to time training need analysis and on the basis of such analysis training programs should be organize.

• Training material and equipment plays vital role in learning process, so organization should provide good quality training material and equipment which could help not to trainer for teaching but the learning process will also improve.

• Imparting knowledge is the basic responsibility of trainer but along with this clearing doubt is also his sole responsibility. After training or even during training a separate session for doubt clearing should be conducted.

• Salary and wage is one of the motivating factor for employees. so which giving increment management of MSRTC should give clear idea to employees that on what basis they are getting increment.

• Better compensation for Better performance, it should motto of organization. In MSRTC this practice should be observed that performance is the basis of remuneration. Such practice is helpful for keeping moral employees that they all the employees are getting remuneration on the basis of their performance only.

• Final decision in disciplinary action creates an impression on employees, appropriate decision will create positive impression and vice versa. Here MSRTC should concentrate on such decisions, authorities should not give mild punishment to serious offence and again vice versa.

• MSRTC needs to communicate with its employees about disciplinary action process for developing awareness about it. MSRTC can devote a particular time from whole year in which some session for employee will be conducted for communicating about disciplinary action process. In these sessions employee should get chance to ask doubts about this process.

• All delinquent employees should get an opportunity for explaining their side and also such employee should get a opportunity to present profs, witness and relevant document for proving himself innocent.

• MSRTC provides quarter’s facility but the number of quarters is same from last ten years but on other side the number of employees is increasing every year, so MSRTC should increase number of quarters.
• MSRTC should develop quality of these facilities, proper maintenance of these facilities is needed, cleanliness and sanitation are the essential requirements regarding these facility.

• Employee welfare is not only limited up to providing some physical facilities but also it should consider psychological needs of employees. MSRTC needs to concentrate on psychological needs of its employees and it has to organize some stress management program, time management program, employee counseling. These types of programs will be helpful for boosting employee’s moral.