In this chapter, it is proposed to present the following conceptual research frame work of this research on entitled on A study on Human Resources Practices of Tamil Nadu State Transport Corporation Ltd, Kumbakonam Division.

**Review of Literature**

In order to have a perception and the background setting of the theoretical base and the studies and investigations made by various researchers, as well as views of different authorise, personalities, committees and commissions, a discussion of the conceptual issues of human resources management and a review of literature become necessary.

While studying the performance appraisal system of an engineering company in 1974 – 75, Pareek and Rao\(^1\) held that for the effectiveness of the appraisal system, simultaneous effort were required for: (i) Potential appraisal, (ii) Employee counselling, (iii) Career development and planning, (iv) Training, and (v) organisational development. The concepts of Pareek and Rao are much more broad-based than the concept offered by Nadler according to whom Human Resources Development is training, education and development.

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\(^1\) R.Jayagobal, “ Human resources development conceptual analysis and strategies”, Sterling Publishers P. Ltd., New Delhi, Reprint 1993, p. 48
Rao defines human resources development as process, rather than a set of mechanism and techniques by which the employees of an organisation are helped in a continuous planned way, to

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles,

2. Develop their general capabilities as individuals, and discover and exploit their own inner potential for their own and/or organisational development purposes, and

3. Develop an organisational culture in which superior – subordinate relationships, team-work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees.

Rao further suggests the following process mechanisms or sub-systems:

- Performance appraisal;
- Potential appraisal and development;
- Feedback and performance coaching;
- Training;
- Career planning;

These mechanisms are used to initiate, facilitate and promote the process of human resources development in a continuous way. All these process mechanisms are linked with corporate plans, particular with resources planning.

Len Nadler claims that the term Human Resources Development was evolved in his class room and it gained popularity in the USA after mid 1970s. Nadler defines

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Human Resources Development as “an organised learning experience within a given period of time with the objective of producing the possibility of performance change”.

**Functions of Human Resources Development**

The following functions can be assigned to Human Resources Development while playing different roles.

1. **Supportive Role**
   
   (a) Strengthening, operating and executive levels
   
   (b) Consolidating existing Strengths

2. **Role of systems Development and Research**

3. **Managerial Role**
   
   (a) Planning for future manpower needs
   
   (b) Getting the best people available
   
   (c) Utilising the people selected
   
   (d) Retraining, motivating and integrating people
   
   (e) Assessing people for their contribution
   
   (f) Planning growth of people
   
   (g) Developing healthy role relations
   
   (h) Job analysis and evaluation

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FIG. 2.1

MANAGEMENT CONCEPTS TOUCHING HRD

HRD

- Recruitment
- Training
- Promotion
- Placement
- Job enrichment
- Job rotation
- Brain storming
- Inbanker exercise
- Career planning

Recruitment  Training  Promotion  Placement  Job enrichment  Job rotation  Brain storming  Inbanker exercise  Career planning
4. Role of Developing Competence

(a) Technical Competence

(b) Managerial Competence

(c) Process Competence

(d) Helping Competence

(e) Coping Competence

5. Process Role

(a) Creating the necessary culture and values in the organisation

(b) Diagnosis

(c) Intervention

However, these roles can be effectively played when the following pre requisites exist in the organisation.

- Top level commitment
- Plans for utilisation of manpower skills
- Conditions for growth and development
- Investment in programmes
- Openness and trust

People, in an organization, are to be used as a resource as they are keys to the organisational efficiency and effectiveness. Under human resources development we may view all the structure, systems and process which an organisation use to acquire or strengthen their capabilities.
Steps involved in planning for Human Resources Development includes setting up of Human Resources Development objectives, organisation planning, forecasting of HR needs, action programmes for HRD and HRD audit.

The role of managing makes it possible for people to operate in groups in such a way as to gain the most in terms of objectives sought by an enterprise or a part of it with human and material resources available.

**Human Resources Planning**

Organisations\(^4\) should have suitable mechanisms to predict the workforce requirement, based on its emerging needs, new openings, transfer out and transfer in, promotions, demotions, retirements and dismissals etc., to mention some of the factors affecting personnel demand in the organisations. The sources of supply of personnel both from within and outside the organisations have to be identified. At the demand side, the organisation has to plan for future needs, future balance, recruitment, and selection for future development. The organisation has to be aware of the changing environment in the labour market because of the increasing competition, labour shortages,

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\(^4\) M.Basheer Ahmed Khan, Understanding Management Through ‘cases’, New Delhi, Discovery publishing House, 1996, p.77
Positive HRD Process

Fully developed

Smart effective
Pleasant Hardworking
Intelligent Sacrificing
Extrovert Helped

HRD Exposure

Training Counselling
In-service training HRD
Encouragement Management process
Higher education Leadership Training

Presentations Appreciations
Rewards performance Appraisal
Medals Individual development

Right recruitment Job rotations
Career planning Job Enrichment
Potential Planning
Changing demographics, government regulations, employee’s rights and the environmental factors.

An important characteristic of our culture is the tendency to depend heavily on the leader or the chief executive of the organisation.

The I.L.O’s Human Resources Development flows the basic needs strategy.

The World Bank in its 1980 report considered Human Resources Development as a complementary approach to other development strategies, particularly employment and reduction of inequalities.

Human Resources Development is based on the faith in the potential interest in every human being given the right job and challenges, the potential manifests itself. Government organisations need Human Resources Development effort even more than commercial organisation. The hierarchy is so oppressive that people at higher levels rarely consider those at lower levels as capable of thinking. The whole system is centered upon a premise of not trusting the capabilities of people below, and building up systems based on suspicion.

Role analysis and performance appraisal are important instruments, the former calls for well defined job description, the latter involves identification of key performance area, clear target setting and subsequently performance analysis of an open manner.

An institutional system is an important requisite for any success in HRD. Firms of repute have built carefully, brick by brick, the building blocks of HRD. These are (1) appraisal system, (2) Career planning and development, (3) Organisation development and research (4)
The data storage system, and an overriding factor is modernisation, which is the source of many new experiences that entail learning valuable new skills and acquiring information of value.

The human relation approach emphasises concern for the motivator (supervisor) rather than the person to be motivated. It encourages workers participation in decision making and allows them to use their creativity and leadership abilities to work towards company goals. The strategies are recognition of individual’s needs, recognition of an individual, self respect, pride, communication, understanding, confidence, opportunity and discipline.

Man is the most dynamic animal, with an infinite capacity to think, to create, to develop, to discover and invent, to procedure, to feel, to love, to dream, to conquer, to master, to achieve, to give, to live, to play and to do as well as destroy, to hate and to kill his behaviour and conduct is the most unpredictable.

Development of people is done by providing the right environment where the individual may grow to his tallest stature and realise his fullest potentialities.

**Some Approaches to HRD**

Organisational base is needed for implementing successful Human Resources Development Programmes. It provides a peg to hang all inputs and processes of HRD. It also follows the sound principles of management, namely, creating a viable structure which is the first step towards realisation of the goals of HRD (both at the organised and unorganised sector levels): HRD the Organisational Base Figure – Lifelong learning – Recurrent Education. Swedish patteren is given here. This will give an idea as to how far learning helps in HRD orientation, culture, and developments.
The emergence of HRD ministry in Singapore\textsuperscript{5} was due to the innovative efforts of Lee Kuel Yen and the ideas were to centrally coordinate the entire process of increasing the knowledge, skill and capabilities of the country’s human resources. The government offered hefty scholarship to bright youngsters to opt for careers in economics and commerce rather than in the traditional pursuit for law, medicine, science, and technology.

\textbf{Swedish Approach to HRD}

The outstanding example of HRD is in Sweden\textsuperscript{6}. The Sweden plan of HRD provides maximum opportunities for the maximum number of plan to fully cultivate their potential. A term used very often by Swedish HRD specialists is ‘renewal’ which include efficiency in the delivery of services. Renewal also includes the simplification of procedures and the language of communication of the agencies with the public. The people have the freedom to decide whose services they would obtain.

In this regard, Sweden devised a three-step approach namely,

(a) Seminars were centrally organised for 125 heads of implementing authorities/agencies (corresponding to heads of departments) between September 1980 and October 1984. The participate had to be committed to the idea of Human Resources Development and work out better coordinate amongst themselves at three five-day sessions.

(b) The second level of courses was for 140 Deputy Heads of the same department – a five day course and after a break, a second five day course.

\textsuperscript{5} M.Basheer Ahmed Khan, Understanding Management Through ‘cases’, New Delhi, Discovery publishing House, 1996, p.77

\textsuperscript{6} M.Basheer Ahmed Khan, Understanding Management Through ‘cases’, New Delhi, Discovery publishing House, 1996, p.77
(c) The third phase was organised by the departmental head and his deputy for their staff in what was called ‘single authority’ seminars in four phases spread over a twelve month period.

It was important to ‘impart’ to the ‘top’ two levels of courses, input on appropriate leadership, management and ‘vision’ reappraisal, improving efficiency, defining priorities, efficiency measures, result analysis, new technological aids, international and national economy now and in the next five years, the budgeting process, labour law and the role of employer.

Emphasis was given to too many hours like, the new management role, how to motivate personnel, delegation and efficiency and how to manage managers.

Evaluation of seminars on training have revealed that the people at the top have become better listeners and can conduct better meetings and are involved in undertaking the training and development of their staff in the manner they consider best and most relevant through single level seminars. There is also evidence of improved handling of question concerning management planning and better coordination within the national administration, of preparedness for reappraisal and for deification of greater opportunities for decentralization and delegation, refine of goals and strategies and recognition of customers and recipients needs as being necessary for the formulation of a policy. Further, decision making powers have been strengthened, aspect such as managerial role, leadership and personal effectiveness are being understood and appreciated, and the importance of on-the-job training and the motivation factors have been recognised. The remarkable element of the Swedish situation is that there are plenty of formal, non-formal and informal educational structures so much so that an average individual will have to learn, develop some kind of skill or to be educated.
Emergence of HRD Ministry In India

Timperley\(^7\), a British authority on the subject of manpower planning has recommended creation of a Central Agency in each nation whose purpose would be to develop human capital and ensure its investment in the development of the National economy.

The government of India’s HRD ministry\(^8\) is trying to implement the above said ideas both in the traditional factors. It integrates the portfolios of education, sports, youth affairs and culture.

Significance of HRD in the Emerging Context

The concept of HRD\(^9\) is already established in most successful corporations, both in India and abroad. Functions such as Human Resources Planning, Requirement and selection (including Management of the inter-phase with sources of manpower such as schools, polytechnics and colleges) training and development, personnel and administrative policy, planning and implementation, career counseling, industrial relations etc., have been integrated in successful corporations. Professionals in HRD manage the integrated mega functions from a holistic view point, throwing up creative solution which was earlier in thinkable due to national tendencies for sub-optimisation.

\(^{7}\) M.Basheer Ahmed Khan, Understanding Management Through ‘cases’, New Delhi, Discovery publishing House, 1996, p.77

\(^{8}\) ibid

\(^{9}\) ibid
Likewise at a macro level, we need to view the Human Resources Development portfolio in an integrated manner. There are many other non-traditional support systems that to be motivates, such as

i) Sports and Physical Development, development of leadership, skills and social consciousness, group dynamics, career counselling, rekindling of respect and pride in our culture and heritage.

ii) Usage of integrated Human Resources Development approach to have a tremendous effect on millions who from the working world.

iii) To manage interphase in the labour Ministry through a new Human Resources Development portfolio to have significant import on the State Industrial relations.

**HRD and Learning**

Human Resources Development involves education and learning.


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Wooten – Trott, Hollister\textsuperscript{13} (2000) studied on “An analysis of a human relations training programme for managers and supervisors”.

Malzohn, Don Edwin\textsuperscript{14} (2000) investigated into how Human values are affected by an individual’s perceptions of his work organisation Durangonzaliz, Lilia Irene \textsuperscript{15} (2002) studied on the value of choice in Human Behaviour.

Md. Abbas Ali\textsuperscript{16} (2003) investigated into the expected job attractiveness and satisfaction on information integration.

Chattopadhyay, Nishith Ranjan\textsuperscript{17} (2001) studied some psychological problems of middle level executives in selected large scale undertaking in India.

Van Duren, Allen\textsuperscript{18} (2001) studied on the value of performance Appraisal in the motivation of engineering personnel.

\textsuperscript{13} Hollister wooten-tross, (PhD 2000 university of Maryland)84, p.37/12 B, p.6391 Dc 177 – 13044, Dissertation Index(2000)

\textsuperscript{14} Don Edwin Mal Zohn, (PhD 2000 Oklahoma state University) 193 p.37 (10-B, p.5417 DCJ 77-05 137, Psychology.

\textsuperscript{15} Lilia Irene Durangonzaliz, (PhD 2002 the university of North Carolina at Chapel Hill) 90 p.38/06 – BP 2901, DCJ 77-27243 University, Microfilms International Comprehensive Dissertation Index (Five year accumulation).


\textsuperscript{18} Allen van Duren, PhD 2001 united nations,(international university),203 p.37/04-B p.1954 DCJ 76 – 22404, p.761, dissertation insect(1973-77)
Hadery, Sharonyela\(^{19}\) (2001) research into the management job in large contemporary bureaucratic organisation – “Do managers perceive it as satisfying? An application of the motivation – "Hygiene theory to management job".

Solomon, Robert James \(^{20}\) (2001) studied on the importance of manager subordinate perpetual differences to the study of leadership.

Amarsingh \(^{21}\) (2001) studied the correlation of job satisfaction among different professionals.

**HRD and Organisational Effectiveness**

Sunderrajan, Usha \(^{22}\) (2000) investigated into organisational effectiveness. A study on public sector and private sector organisations.

Vyas, Indravadan Praphasankar\(^{23}\), made a study on organisational climate and employee efficiency potential in a selected small unit in Baroda.

Abdul Aziz\(^{24}\) studied the leadership behaviour among middle level executives.

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\(^{19}\) Sharonyela, Hadery, (DBA 2001, George Washington University), 198 p. 381/11 – A p. 7611 DCJ 76- 10540

\(^{20}\) Robert James, Solomon (PhD 2001 the university of Rochester) 167 p. 36/05 B.P. 25 14 DCJ 75-22780

\(^{21}\) Amarsingh, PhD, Bibliography of Doctoral Dissertation. N.D.N.P


Nancy K. Napier\textsuperscript{25} (2003) describes a Belgium firm’s approach to managing organizationally diverse companies that it acquired in the United States of Germany. Four main Conclusions emerge from the Zeuter experience.

1. Assertive tolerance as an integrating tool
2. Evolutionary changes allows learning to occurs
3. Long term Autonomy lets appropriate HRM practices emerge and
4. Strategic role for HRM managers.

**HRD and Organisational Climate**

Talluru Srinivas\textsuperscript{26} investigated organisational climate and job satisfaction and in his dissertation he views that in most of our Indian organisations, there is a gap between what an employee wants and what the management thinks that an employee wants, and he studied the inter relationship between organisational climate and job satisfaction with a specific probe into the determinates of the perception about organisational climate and job satisfaction.

\textsuperscript{24} Abdul Aziz, Management, personnel Management 435 – Bibliography of doctoral Dissertation, 2001-02


Niraj Kumar\textsuperscript{27} (2000) views that, since the beginning of the 20\textsuperscript{th} century, researchers in organisational behaviour have been finding significant correlation between these elements and productivity and performance of the organisation.

Deenadayalan. K\textsuperscript{28}. (2000) is of view that most of our managements have side-lined the HRM function due to lack of immense Knowledge about the importance involved in the successful handling of that function. They have to organise conference, workshop, etc., offered by leading organisation/ individuals in a phased manner to obtain expect guidance in improving the efficiency of the personnel to meet the challenges faced by the organisations; he also advocate for training people by identifying their training needs.

Mthrubootham. A\textsuperscript{29} (2000) opinion that in personnel management, there is more of ‘residual’ management, that is management of left over’s, than resources management which is ‘management of the potential’ and adds that cohesion must come out of commitment starting from the chief executive and extending to the lowest level first line supervisor to the task of active quality building in people management.

\textsuperscript{27} Niraj Kumar, “Human Elements in Organisations”, The Hindu speaks on Management”, The Hindu , chennai-2, 22 apr, 2000, p.173


\textsuperscript{29} A.Mathrubootham,” Residual to Human Resource Management”, The Hindu speaks on management, 22 apr 2000, p.177, 181.

Varadan, S.S. (2000) suggests to (j) Change Personal function itself from one of managing the welfare of the employees to one of providing directions and ensuring performance though people.

Christopher Daniel, J. (2000) painfully remarks that there are managers who practice “MMD” = Management by Maintaining Distance” from employees which should not be the case and advocates for organisations “people philosophy”.

Srinivasan. R. (2001) is of view that in organisations, 80 percentages of the people can be classified as mere followers, 10 percent can be termed innovations and the balance as laggards, (nayayers). To be successful. The chief Executive must make use of informal leaders and they may be used as key individuals, resource persons.

Viswanatjan. D., (2001) canvasses for organisational learning; a learning organisation would adapt itself to the environment; CEOS of Japanese industries learnt lessons from USA’s

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Deming and Juran institute and transferred their learning and raised the quality of goods and thus the organisation learnt. Mani, R.S.S.\textsuperscript{35} (2005) emphasises the need for line managers accepting responsibility for implementing HRD programmes and not to leave it to personnel department.

Sivakumar, A.B.\textsuperscript{36} (2005) is of view that when in an organisation creates a culture over the year and the senior member of the organisation do not welcome such changes and resist these to the maximum extent possible. He suggests that pro-active organisational culture are good and says that culture can be changed as it happened in SAIL user Mr.V.Krishnamoorthy with his “Priorities for action” and Mr.Menon in Tcc by his “swot” analysis as suggested here...

\textbf{Fig. 2.2 SWOT analysis}

<table>
<thead>
<tr>
<th>Function and</th>
<th>Corrective</th>
<th>Strategic long term action</th>
</tr>
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<tr>
<td>Action</td>
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</table>

State of --------------  State of -------------- Pro-active

Chaos  Equilibrium  Organisation


\textsuperscript{36} A.B. Sivakumar, “Developing Proactive Organisational culture”, The Hindu speaks on management, 1 jul 2005,p.67
Various HRD Interventions

With the 20th century about to close, humanity finds itself at the threshold of greater adventure, which is not related to its conquest of space and time. It is the discovery of ‘human resource development process’ and the realisation that this single variable of Human Resources Development (HRD) can account for all other development processes.

Sethu considers that HRD is a set of structured and integrated social programmes whose scope and thrust are so defined as to put it into one of the following relations with other developmental strategies (a) as an adjunct, (b) as a complementary or (c) as an alternative strategy.

Educational Influence

The Kerala type of all round growth is attributed to educational advancements. The experience of development planning in India has shown that the outcome of various strategies aimed at inter-sartorial coordination has never been uniform and consistent. According to Puranik, creativity, attitudes, communications, interpersonal relations, team building, leadership and motivation are essential for HRD in Research and Development organisation.

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37 R.Jayagopal, (1993), op. cit., p.127
38 ibid
Proactively\textsuperscript{40} in the organised sector should be increased not at the expense of the people in the organisation, but at the expense of wasted time, lost motion, unnecessary bureaucracy and red tape.

Quality circle activities are yielding tangible results in our effort to develop HR in the organised sector. The impact is on skill development and attitudinal changes. A quality circle is a voluntary group working towards attainment of certain objectives.

Human Resource Management includes the rational functions of personnel and administration such as employee data files, job evaluation, compensation benefits, security, safety rules etc. It also has an important focus on development, encompassing recruiting, staffing, planning, training, education etc.

As regards Employee and Industrial relations, Pareek and Rao \textsuperscript{41} characterised the following objectives of HRD systems and practices.

a) To provide a comprehensive framework and methods for the development of human resource in an organisation.

b) To generate systematic information about human resource for purposes of manpower planning, placement, succession planning and the like.

c) To increase the capabilities of an organisation to recruit, retain and motivate talented employees.

d) To create that enables every employee discover, develop and use his capability to the fullest extent in order to further both individual and organisational goals.

\textsuperscript{40}\textit{ibid}

\textsuperscript{41}\textit{ibid}
Some Further Reviews of Literature

**Studies on organisational behaviour:**

Below Figure will show the importance of behaviour in organisation.

Malhotre\textsuperscript{42} (2005) found political will, leadership, supportive brueaucracy, managerial autonomy and participative management responsible for success of Oil and Natural gas Commission.

According to Khandwalla\textsuperscript{43} (2006), the available research indicates a depressing picture of poor work attitudes; there are virtually no empirical studied of how the organisational growth, diversification and competitive strategies affect work attitudes, conflict and the leadership at lower levels of organisation and vice versa.

According to Agarval, N.M (2006) restructuring through autonomous work groups, reducing hierarchies, relocation and creating awareness about the existing work culture are some of the processed by which a strong work culture can be developed.

\textsuperscript{42} Pratap N. Khandwalla, “Organisational Behaviour Research gaps and future Directions, n.pup. 2006

\textsuperscript{43} N.M.Agarwal, “Developing work culture for High involvement High performance work organisations”, American Journal of Economic, July 2006, vol.49
Figure 2.3

BEHAVIOUR IN ORGANISATIONS

Source: Dunnette, M.D., Handbook of industrial organisation psychology

Courtesy: Dissertation of Bangalore University
A survey of 2007\textsuperscript{44} of 300 electronic companies sponsored by the American Electronics Association proved the failure of activity centered programmes.

Talluru\textsuperscript{45} Srinivasan (2007) found positive relationship between organisational climate and job satisfaction; all socio-economic variable are influence the job-satisfaction; all socio-economic variable are influence the job-satisfaction level, worker perception are differing based on length of services, different in age, nativity, and income levels; nature of organisation did not indicate any significant relationship to variations in organisational climate perception.

Roger L.Kemp\textsuperscript{46} argued that Dynamic changes are now under way and that will have a dramatic impact on our public and non-profit organisation both politically and managerial.

Chicke Okechukwu\textsuperscript{47} studied the relationship of six managerial characteristics and found self actualisation was the most important predictor of managerial effectiveness rate in Canada, self assurance in Hongkong and intellectual ability in People’s Republic of china. Supervisory ability was the second most important predictor in each country.

At Yuk\textsuperscript{48}, et al. reports that an important function of modern economics is the translation of new techniques and ideas into productive activities.

\textsuperscript{44}Robert H. Schaffer and Harvey A. Thomas, “Successful change programs being with results”, Harvard Business review, jan-feb,p-81.


\textsuperscript{46}Roger L.Kemp, “The needs for strategic planning in the public and non-profit sector, n.pub. p.65.

\textsuperscript{47}Chike Okechukwu, “The relationship of six managerial characters to the assessment of managerial effectiveness in Canada.

Ramaswamy. T\cite{49} (2008) holds the view that the Indian value system deeply rooted in a heritage of over 5000 years – holds the key to promote human excellence.

According to Kaw. M.K\cite{50} (2008) an Indian Administrative service officer, there are six types of people his service, ranging from the abominable no man to the executive yes men.

Arnsel, Jaime Luis\cite{51} conclude that all four factors, namely, management support for innovation, satisfaction with management, team work and “Esprit decorps” are significantly associated with job satisfaction.

**Studies Related to Service Sector**

Farhat Husain (2006) has stated that one of the short coming of Indian Banking system is the paucity of trained personnel to manage the affairs of ever expanding banking industry.

At present banking institution need trained personnel for the newly opened branches and handling new type of business efficiently.

As quoted by him, Rama in her book on evolution of banking in India has indicated that the periodically and systematic inspection of RBI revealed that many of the defects found in the

\begin{footnotesize}
\begin{enumerate}
\item T.Ramaswamy, “To catch those young and start them right”, Management review, 1\textsuperscript{st} June 2008.
\item Arnsel, Jaime Luis PhD California school of professional psychology, Los Angels, 2007, “Esprint de Corps, management support for innovation and job satisfaction”. A structural equations modelling exploration”, D.A.I.A H.S.S. vol. 54, no.9, march 2008 p.159
\end{enumerate}
\end{footnotesize}
working of the commercial banking were not in a large number of cases, due to consciously practiced dishonesty but to lack experience and proper training in the method of banking.

Many executives in charge if smaller banks were ignorant of recognised principles of sound banking and in many cases functioned as money lenders.

Trained employees can improve the working of banks. It is the need of the hour that inadequacy of trained staff is removed.

As quoted by him, N.M. Choksi, in ‘Guide banking’ indicated that the people working in banks should undergo long and rigorous training and accepts a common code of conduct. The profession has to produce leaders with foresight, imagination and enterprise.

Thus the training system in banks must be geared according to the present day needs of banking system and paucity of well trained personnel should be wiped off.

It is widely recognised today that the human being are most valuable organisational resources and they are to be preserved and managed properly. Unfortunately, banking industry is lacking here.

Banks recruit some of the finest talents in the industry and pay them will but do not give work suitable to their talents thus causing frustration.

It is therefore essential that those persons having feeling of performance worthwhile job. The clerical jobs have to be redesigned in such a way that the person at the counter feels that he is doing an important job and takes full responsibility for it. Scientific job rotation may also improve employee motivation.
Khandewal (2007) stated that many of the present of the banking are attributed to the lack of motivation amongst bank employees.

The employee is at the centre of banking services and neglect to develop his latent potential, failure to motivate him or failure to develop a collaborative process amongst employees can severely jeopardise the purpose of banking itself. HRD is not a mere moral compulsion but a business necessity.

In the last two decades the business priorities and achievements of targets have kept banks busy on the operational front and matching systems for planning, motivation development and utilisation of human resources have not received the priority they deserved.

He\textsuperscript{52} also stated that HRD in banks has two dimensions, namely the employee and the customer i.e.

1. The employee who should be continuously developed in terms of their knowledge, skills and attitudes to actualise their latest potential for individual and organisational development.
2. The customer who develops through the input of banking systems.

The enormous needs in training areas in banking in recent years have kept HRD professionals mainly occupied with the activity and in such places, HRD has not moved beyond training.

Choudhary\textsuperscript{53} (2008) stared a number of principles have been evolved for training namely, motivation enhancing, adequate information supply, reinforcing (new knowledge by the means)

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providing chance for practice and starting from Known to unknown easy to difficult and considering individual difference provide adjustments.

The commercial banks in Indium are highly human resource intensive. The State Bank of India tops among the 500 banks in the world in terms of the number of employees.

The growth of number of employees in commercial banks from 1969-1984 increased more than four folds.

Choudhary (2008) stated that increased productivity, heightened morale reduced supervision reduced accidents and increased organisational stability and flexibility is some of the contribution of imparting training to a bank.

Choudhary (2008) had mentioned that training methods like coaching and job rotation provide for on the job training whereas the methods like vestibule training role playing, lecture method, conference or discussion and programmed instruction will be called off the job training techniques.

Sivakumar⁵⁴ (2009) highlighted that HRD is now a means to an end, the end being the optimal utilisation of all human talent for strategic change. In the never ending story of Corporate Excellence, Indian Corporation have to rediscover themselves and develop capabilities to manage change.

One major stake holder the ultimate customer of any corporation will determine the success or failure of many, many organisation. The message is now loud and clear, those Indian


organisations which have been left behind in the grand globalisation game are those which are either unprepared or inadequately prepared for the developments developed around them.

Bhatia in a study on HRD climate of the state bank of Patiala stated that the development climate of an organisation is very important for nurturing its human resources. The state bank of Patiala believes in periodically surveying its psychological climate and taking corrective action wherever needed. Motivational climate surveys were conducted in the early years by HRD department.

He also stated that an assessment made on the HRD climate of State Bank of Patiala, revealed that the human resources in the banking industry are even today managed in caption cases on a traditional plans which aims at managing problems as they arise.

As quoted by Dr. Y.V.Reddy 55 (2010), deputy Governor, RBI, Commercial banks perceived Central Banks. Reserve bank has been seeking an interactive mode from the banking community in regard to evolving system, procedures and standards.

In the Indian situation, it is clear that banks will continue to play a unique role, as in the case of many large sized developing economics.

Samykta Koda 56 (2010) stated that 25 foreign banks presently hold licences to operate in India. They also come under the purview of the RBI and have to follow guidelines similar to those applicable to scheduled and private banks. It is a Herculean talk for nationalised banks to now retain valuable patrons. A high calibre workforce, better infrastructural facilities and


excellent customer service provide foreign and private sector banks with an edge over the nationalised bank in India.

The banker has to be the epitome of professionalism and efficiency. He has to be competent and customer friendly to be able to deal with an ordinary as well as elite clientele.

It is essential that the banker possess an innate sense of duty, responsibility neatness and integrity.

**Studies Related to HRD Dimensions**

Viteles\textsuperscript{57} (2002) stated that employee morale assessment index can be computed using the various elements like adjustment to other job, supervision, incentives participation, expression and general working conditions.

Kirk Patrick\textsuperscript{58} (2006) quoted that a research conducted at the University of Wisconsin Management Institute indicated that foremen and supervisor are from 50 to 65 percent effective, as evaluated by middle and top management people. The main reasons for such limited effectiveness are many of them the main reason being, they do not have the proper attitude and motivation to do their best. It is also due to the reason that they do not have the knowledge and skills that are necessary to do job. These can be rectified by an effective training.


The markets are becoming more and more competitive and business has no choice but to become more productive and effective if it wants to prosper as indicated by Jac-Fit-Enz (2007).\textsuperscript{59}

Sankar (2008)\textsuperscript{60} hinted that some of the problems areas deserving attention are work motivation, work behaviour and job enrichment, team’s spirit, collaborative skills, communication skills and leadership qualities.

Anuradha Sharma (2009)\textsuperscript{61} stated that success of an organisation depends to a great extent upon its people. Management of human resources involves several important and complex issues in the form multi-dimensional reactions involving employees perception of organisational climate, personality, background objective realities of the organisational; culture, leadership style and inter group relationship, to name a few, reading to employee motivation for performance.

Productivity of an organisation depends upon two major variables, employee job performance and technological factors.

Disregarding the technological consideration, job performance of other worker depends upon employee’s ability and motivation to perform. The ability generally depends upon the skill and job knowledge.

Decenzo David\textsuperscript{62} (2009) suggested that competent employees will not competent forever. Some are minimally qualified upon entering the organisation, but require additional training or


education. Other enters the organisation capable of performance at an optimal level, but their skills become obsolete over time.

And, Of course, organisation change over time and management must ensure that there is an appropriate match of individual abilities with organisational needs for the future. Each of these issues is considered to the development functions.

Employee training gives individuals specifies skills that they will use on the job. When human resources have been developed effectively, one can expect to have competent employees with up to date skills and knowledge.

T.V.Rao (2010)\textsuperscript{63} state that Human resources development is a process by which the employee of an organisation is helped in a continuous and planned way to

- Acquire or Sharpen capabilities required to perform various function associated with their present or expected future roles.
- Develop their general capabilities required to perform various function associated with their present or expected future roles.
- Develop an organisational culture in which superior-subordinate relationship, term work and collaboration among sub-units are strong and contribution to the professional well-being motivation and pride of employees.

In short, HRD aim at helped people to acquire competencies required to perform their functions well and make their organisation do well.

The need for setting up new HRD department of strengthening the HRD functions is same from one or more of the following views.

1) To Support the structural and strategic changes made by the organisation to orchestrate its growth and expansion.

2) Recognition by the top management of the importance of HRD and their responsibility to promote it for the good of the organisation.

3) To prepare employees to respond to increase problems faced by the organisation both internally (Dissertation – Delay, fall in productivity) and externally (high competition falling market situation etc.)

Ian Beardwell ⁶⁴(2101), defined development as a process whereby a person through learning and maturation becomes increasingly complex, more elaborate and differentiated and thereby better able to adapt to the changing environment. In the individual this greater complexity opens up the potential for new ways of acting and responding to the environment.

Studies Related to Training Concepts

Paul Chowdhry (2006) states that since the functionaries with adequate background and experience were not available nor the education system geared to produce manpower for such a programme. Education system in India has been conformist and uncreative. Hence, it is unable to meet the growing need.

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Each programme specific different aims, clientele and delivery mechanism. Each programme has its own peculiarities. Therefore, a need is to train as well as to give orientation even to those who have the necessary background to work in these programmes.

There are many steps in a training programme, they are

- Preparation of training design
- Curriculum development, selection of trainers and resource persons
- Identification of the institution and the trainees
- Physical arrangements for training
- Pre-course planning and preparation
- Programme design
- Getting the trainees
- Atmosphere in the training
- Evaluation
- Action
- Research etc

Paul Chowdhry (2007) listed act many training methods. They are lecture method, lecture cum discussion method, chalk and talk, question and answer, quiz sessions, brain storming buzz groups, statement, self technique, written assignment, library assignment, individual assignment, stimulation games, role plays, real life experience sharing, case study, strong telling, demonstration, lab method, panel discussion, symposium, group discussion, group interview workshop, committee, syndicate, seminar conference, model meeting, field training, field trip
observation, exercise/programmed instruction, application project, sensitivity training, incident method, basket method and management games.

Paul Chowdhry\textsuperscript{65} (2006) defined training as the process of assisting a person for enhancing his efficiency and effectiveness at work by improving and updating his professional knowledge, by developing skills relevant to his work and cultivating appropriate behaviours and attitude towards work and people.

Training is different from education particularly formal education. While education is concerned with enhancement of knowledge, training aims essentially at increasing knowledge stimulation aptitude and imparting skills related to a specific job.

Training principles are many.

1) It should be based on field situation.

2) It should start from the level at which trainees must give opportunities for relevant experience to the trainees.

3) It should help the individual trainees to experience change, it they are the over who have to bring about changes in their field situation.

4) Trainers should provide opportunities to trainees to quip themselves.

5) There should be full participation.

6) There should be a process of passing information from trainers to trainees, and from trainee to trainee as well as from trainee to trainer.

7) There should be an informal atmosphere at which they can react and participate without any superiority complex and sense of humour.

\textsuperscript{65} Paul Chowdhry, 2006. Training Methodology and Management, Storing Pub., New Delhi.
8) There should be an informal atmosphere at which they can react and participate without any superiority complex and sense of humour.

9) There should be an opportunity to evaluate training.

N.P.Rao (2007), states that the successes of Germany, Japan, South Korea and Taiwan pointed to the fact that good human resources management can certainly be a vital catalyst to the growth of developing economics.

Starting from selection of the right people, training them in the right method and giving them performance feedback at appropriate intervals and recognizing their work at the right time are all needed.

Among the three major sections of the economy, Agriculture, industry and services, the services sector’s contribution to GNP has overtaken the other two.

It is also this sector which, relatively speaking has not got its due attention in terms of management.

Compared to the other two sectors where human resource management reads to an output of a product, in this sector the output is a service rendered by the human being.

Service sector like banking\textsuperscript{66} needs more careful HRM but gets very little.

Unlike in the manufacturing sector, the services sector needs a different orientation. In the case of manufacturing organisation, the people below do not come into contact with customers normally. Their work is supervised through other organizational hierarchy, with accountability to those above them. Only when the product leaves the factory, the customer

comes into the picture. In the case of services sector, the product is the service provided by the bottom-most rung of the organisation.

HRD programmes for the services sector have to emphasize the development of rank and file more than higher levels of management.

The time has come to focus on human resources management in the services sector for the well being of the economy.

Khandelwal (2008) stated that many of the present of the banking are attributed to the lack of motivation amongst bank employees.

The employee is at the centre of banking services and neglect to develop his latest potential, failure to motivate him or failure to develop a collaborative process amongst employees can severely jeopardize the purpose of banking itself. HRD is not a mere moral compulsion but a business necessity.

In the last two decades the business priorities and achievements of target have kept banks busy on the operational front and matching systems for planning, motivational development and utilization of human resources have not receives the priority they deserved.

Khandewal\textsuperscript{67} (2007) stated that HRD in banks has two dimensions, namely the employee and the customer i.e.

1) The employee who should be continuously developed in terms of their knowledge, skills and attitude to actualize their latest potential for individual and organisational development.

2) The customer who develops through the inputs of banking system.

The enormous needs in training area in banking in recent years have kept HRD professionals mainly occupied with the activity and in such places, HRD has not moved beyond training.

Decenzo David 68 (2008) stated that since every organisation is made up of people acquiring their services, developing their skills, motivation them to high level of performance and ensuring that they continue to maintain theory commitment to the organisation are essential to achieving organisational objectives. This is true regardless of the type of organisation. Getting and keeping people is critical to the success of every organisation, whether profit or non-profit public or private.

That organisation that is able to acquire, develop, simulate and keep outstanding workers will be both effective (able to achieve their goals) and efficient (expenditure the least amount of resource necessary).

Those organisations that are ineffective or inefficient risk the hazards of stagnating or going out of business. Survival of an organisation requires competent managers and workers coordination cannot guarantee success, organisation that are unsuccessful in getting such coordination from managers and workers will ultimately fail.

Rao\textsuperscript{69} (2008) states that training can directly contribute to the development of competencies. In most organisation training is not seen as effective because those who handle training limit their role to sponsoring executive, for training.

In order to make training effective the training needs should be systematically identified through performance appraisals and other mechanisms. There should be a training policy highlighting the important attached to training and the follow-up activities.

A separate budget for training should be provides and a group of line managers drawn from different departments constituting a training committee should monitor the implementation of training policy.

The effectiveness of training lies in implementing what the executive have learnt in training.

Mechanisms need to be developed to ensure that executive returning from training prepare action plans for implementation share these with others in their department and get support from top to implement what they learn. The chief executive needs to push the HRD department in this direction of playing important follow-up role in training.

Choudhary (2009) provided the areas of training employees on bank policies and procedure, Human relation, problem solving, specific skills, managerial and supervisory skills.

Choudhary\textsuperscript{70} (2009) stated that development of human resources is possible through training, development, interaction with superiors and the like.

Employee training is one of the fundamental operative functions of personnel management.

Training bridged the differences between job requirements and employees present specifications.

Training needs job requirement minimum employee’s present situations.

Training is needed to match the employee with job requirements and bank needs, keep the bank’s viability and increase productivity, for adapting to technical advances, and for other human relation skill improvement.

**Studies Related to Training Efforts**

Farhat Husain\textsuperscript{71} (2008) highlighted that management innovation, leadership qualities communication skills are some of the areas where training effort needs to be concentrated. There is a need train our managers as ‘facilitators’ rather than decision makers.

There is a need to train our mangers as leaders keen on reference power what is equally important is training in the culture of collectiveness and self development.

\textsuperscript{70} Choudhary, A.K. 2009. Human Resources Management in Banks (Banks Management), Rajat., Delhi.

A wide literature review on different areas like, functions of HRP, training, organisational behaviour, organisational effectiveness, HRD interventions, and training efforts were made. Based upon the review, the methodology was developed. A detailed explanation about it is given below.

Statement of the problem

Man is a social animal. He likes to live together and work together a community while living so, to bring happiness for all, he has developed many social organizations. An organization is a collection of individuals who strive willingly together for a common goal; working as a group of over a period of time. Among the social organizations, Road transports deserve the credit of being noteworthy.

The economic development of a county is judged by the accumulation of resources. Among the major resources live, land, labour, capital market and information the human resources are not only basic but also supreme. It is the fountain head of all inspirations, motivations, imaginations and creations. Infact, it is an asset and the value-adding agency to any activity. Therefore, recruiting or selection the right type of personnel, training them to the job-on hand, exposing them to the new environment, finding defiant characters and shaping or reshaping them leading to total quality management or total efficiency or productivity are part of human resources management.

It can be evident from the descriptions of the previous phase that road transportation has become the hub for many economic activities in developing countries by virtue of its special features of Government participations and labour intensiveness. In fact the road transportations
have a major role to play in developing nations which safer due to low infrastructure and over population.

Realising the role of the road transport Government of Tamilnadu took several measures for the promotion and smooth functioning of this sector besides these, Government of Tamilnadu carefully planned the development of road transportation in the state. It has earmarked millions of rupees for their development during the plan periods. But to the dissatisfaction of many, including government policies, the corporation has not been working well owing of different problems faced by them both at the promotional and operating stages.

In a service organization like the Road transport, the human resource management is a very valuable issue to be handled carefully.

The Tamilnaudu Road Transport Corporation has faced a variety of challenges form the day of organized various studies have been made on transport policies procedures and employee level issues. Even many committees have also reviewed the affairs of variety of level and even monitoring studies were periodically made by state Government in different occasions in different regions.

Out of the studies, the out come was an established way of governing the corporation. Very recently HRD has entered into corporation arena and the needs of the employees and steps to increase the morale and job satisfaction was researched and slowly up gradation of individual skills and exposure to novel ways of performing better through training programmes was introduced. The quality standards of communication interpersonal relationship, motivation and philosophies slowly gained entry in the corporation. Though many studies were made with short term utility oriented objectives, a concrete study involving variety of HR practices issues was
note made and many researchers were note able to measure the perception of the different level of the management.

As a pioneering study made in this open economy policy period, this research will be a very useful one for policy guidance for the current situation.

Moreover, the growth in the number of employees in the corporation from 2000 – 2010 has increased more than two fold and it is still on the rising trend. This also necessitates the study to be made to sanity to the present conditions.

While scientific research studies are few and far between the current needs, especially in the corporation, a study on the HR practices is non-existent, therefore is an urgent need to investigate the problem of HRD intervention and climate of the Tamilnadu State Road Transport Corporation especially in Kumbakonam Division. Though to some extent modern ideas like computerisation have taken place, so far as the HRM is concerned, it is yet to be fully practiced by the corporation. A focus on the various training programme, performance appraisal, communication system and feedback mechanism in existence and job performance, motivation, reward structure and organization development and system development issues will be studies. By assessing perception and by HRD climate survey valuable suggestions will be made for improving the existing performance.
Objectives of the Study

The main purpose of the study is the understand the human resources practices of Tamilnadu State Transport Corporation in Kumbakonam division I, Tamilnadu and there by the suggest such measures that would develop performance of corporation. The detailed objectives of the study are set as follows:

- To study conceptually the Human Resources practices of the TNSTC in Tamilnadu in general and that of the Kumbakonam division I in particular.
- To conduct a Human Resources Development climate survey on the different levels of employees of the selected division.
- To investigate and identify the constraints in Human Resources Development of the corporation.
- To survey the perceptions of the different level of employees of the TNSTC regarding Human Resources practices in the selected division.
- To identify the workers satisfaction regarding Human Resource practices of TNSTC, Kumbakonam division I.
- To suggest suitable policy prescriptions for effective HR practices of the TNSTC, in order to make employees more involved and committed to their employment.
Hypothesis

On the basis of answers given by the respondents the following statistical null hypothesis are tested in the appropriate places.

- There is correlation between Age of the respondents and their perception on HR issues.
- There is correlation between Education status of the respondents and their perception on HR issues.
- There is correlation between training of the respondents and their perception on HR issues.
- There is correlation between promotion of the respondents and their perception of HR issues.

Methodology

The present study pertaining to study on Human Resources practices of Tamilnadu State Transport Corporation Ltd., Kumbakonam Division I, Which is based on certain objectives as explained above. In the light of these objectives, the scope of the study has been demarcated and investigations techniques to be adopted, tools to be used and the pattern of analysis followed have been determined.

The study is an investigative and an explorative in nature. It is an analytical one and it is based on primary and secondary data. Besides the primary data, the researcher collected data from secondary sources from the university libraries and went through the published material in the field.
Selection and description of division

The objectives of the study warranted the selection of Kumbakonam division where predominant activities are carried out. The major reason for the selection of this division was Kumbakonam division ranks second to Chennai on the availability of Bus routes since the position of Chennai may be due to its supreme status as number of buses and involved in serving more number of urban populations it was rejected.

Selection of the sample

The two stage stratified random sampling techniques have been adopted. As the first stage, 19 categories of the employees have been groups in three on the basis of nature of work, such as Administrative Level, Supervisory level, and Operational level. In the second stage, all the categories of employees are serially arranged as per records of corporation, it is decided to select 20 percent of the employees from each stratum for the study those who are completed their services more than five years.

There are 2300 employees found a place in the records of TNSTC Kumbakonam division by March 2011 for completing their five years of experience in the same division. Among employees, only 20 percent is taken as sample. Due to practical difficulties in the collection of data, the researcher used judgment sampling method to choose the sample employees were selected for the study.
Description of the Respondents

There is Tamilnadu State Transport Corporation in Kumbakonam division I, where the respondents are employed as Three level employees. A sample size of, 460 was selected by satisfied random sampling technique. Tamil Nadu State Transport Corporation having 18 branches in Kumbakonam Division was listed in order and from them the first four big branches that established branches in Kumbakonam division-I in a big way were chosen. From each organization, 115 respondents were selected by satisfied random sampling principles as detailed in the table 2.1.

In this study the leading branches in Kumbakonam Division I were included for research the details are presented in following table showing the distribution of respondents among the selected branches.

Table 2.1

Number of Respondents among selected branches in TNSTC Kumbakonam Division I

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of the Branch</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kumbakonam Branch</td>
<td>115</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Thanjavur Branch</td>
<td>115</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Thiruvarur Branch</td>
<td>115</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>Nagapattinam Branch</td>
<td>115</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data
The achieved sample size of sample from each of the groups is mostly proportional to the total number of employees in the three levels. The total number of employees taken for the study also covers 20 percent of the employees in entire Kumbakonam Divisions I. The selection made is presented in above table.

**Method of data collection**

The existing literature pertaining to this study was reviewed to have a thorough knowledge of the subject before preparing the questionnaire. This was prepared with suitably worded statements designed after consulting the existing literature and resource persons. In the global environment, secondary data pertaining to the HR practices and constraints and other relevant information’s were obtained by both direct and indirect communication strategies. Even global research works were browed through internet to gather up to date literature.

A complete questionnaire, has prepared in English consisting of four parts. Before finalizing the questionnaire it was pre-tested in a non sample area and based on it necessary changes were made.

**Operationalization of variables**

Operationalisation of the variables and their measurement procedures are given in the succeeding paragraphs,

**Background variables**

**Age**

Age was operationalised as the number of completed years at the time of enquiry. Based on the chronological age, the respondents were classified as follows.
<table>
<thead>
<tr>
<th>SI.No.</th>
<th>Category</th>
<th>Years</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Young</td>
<td>25 to 40 years</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>Middle</td>
<td>41 to 50 years</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>Old</td>
<td>51 to 80 years</td>
<td>3</td>
</tr>
</tbody>
</table>

**Education**

Education was operationalised on the level of literacy possessed by an individual. Each year of formal education was given one score and grouped schooling, graduation, post graduation and Professional graduation with scores 1, 2, 3, and 4 respectively.

**Career Path (Promotions)**

This was operationalised as the respondents' promotion given by their bank by following their rural policies. The number of promotion given was taken as a criterion that directly contributed for their career advancement. The scoring procedure followed as follows.

<table>
<thead>
<tr>
<th>SI.No.</th>
<th>Career Path</th>
<th>Numbers</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Promotions given</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Only one promotion</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Two promotions</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Three promotions</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

**Training**

Training was operationalised as a process of developing the skills, attitude and knowledge of the all level employees programmed as a policy by the TNSTC to offer in a routine manner, within the organisation's purview as well as outside the jurisdiction of the banks in which they are employed. All the training details were gathered and the trainings were grouped under the following heads.
The following table shows on categories of training programme conducted by TNSTC

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of the Training</th>
<th>Scores allotted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inservice training</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Advanced training</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Special branch training</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Other institutional training</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>National level training</td>
<td>5</td>
</tr>
</tbody>
</table>

**HRD Issues Dimensions and Perception**

HRD issues dimensions refer to the eighteen identified HRD issues that may directly or indirectly affect the employees. They are transparent performance appraisal, assistance for development and potential appraisal feedback and performance helping, career planning and development, employee welfare and quality of work life, rewards, organisation development and systems development, human resource information, Post retirement rehabilitation, improved personal relations effective task performance, better quality of service, improved status, more power, better upward communication, better financial position and better social commitment. Five questions for each of these dimensions were given a five point Likert's scale with the scale point definitions as: I strongly agree, 1 agree, undecided, I disagree and 1 strongly disagree.

Further to avoid monotony and consistent one answer bias, 21 questions were added with negative attitudes. They were given reversed score during the encoding process for the statistical analysis. The weightage given are as follows.
<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Response</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Positive statement</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Negative statement</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**HRD climate**

This was operationalised as the organisational climate as perceived by the respondents taken for study.

For this 45 different variables were developed and the opinion of the respondents was obtained. The assessment was obtained in a 5 point continuum.

The responses, namely almost always true, mostly true, sometimes true, rarely true and not at all true were given scores 100, 75, 50.25 and 0 respectively.

**HRD Model**

This was operationalised as the patter of human resource development activity to be executed for better excellence.

**Age**

In this study, the chronological age of the respondents were obtained and the results were tabulated as hinted in the table 2.2
Table 2.2.

Distribution of respondent, according to Age Group

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Age Group</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Below 25 years</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>2</td>
<td>25 – 40 years</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>40 – 50 years</td>
<td>280</td>
<td>61</td>
</tr>
<tr>
<td>4</td>
<td>50 – 58 years</td>
<td>166</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

The age structure of the respondents who have provided data for the Purpose of study is exhibited in the pictorial form as presented in

It is observed that 3 per cent of the respondents are in the age group of 25 to 40 years, 36 per cent of the respondents are in the age group of 50 to 58 years, a good majority of 61 per cent of total respondents are in the age group of 40 to 50 years.

This increases the validity of the results of the study on the employees in the mentioned age group will be extremely judicious in their actions and decisions which will have fundamental knowledge and intelligence developed over a period of their service.

The other two groups i.e., between 25 and 40 and 50 to 58 years will have highly skewed opinions about the climate and the working conditions.
Education

The results of the educational qualifications of the respondents are presented in Table 3.8. The respondents are classified into three major groups with various levels of education.

Table 2.3.

Percentage of respondents according to Education

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Education</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Schooling</td>
<td>207</td>
<td>45</td>
</tr>
<tr>
<td>2</td>
<td>Graduate</td>
<td>184</td>
<td>40</td>
</tr>
<tr>
<td>3</td>
<td>Post Graduate</td>
<td>46</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Professional Graduate</td>
<td>23</td>
<td>05</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

It can be observed from the table about 207 respondents, constituting 45 per cent of the total sample are schooling and another 184 respondents occupying 40 percent of the total sample have studied up to graduation. The distribution is presented in a pictorial form in the presence of regulations to recruit people through employment seniority and screening policy of the TNSTC might be reason for being majority of workers with Some qualification.

Career Path (Promotions)

Table 2.4 presents the data of the results of the career path of TNSTC in the division chosen for study.
Table 2.4.

Percentage of respondents to Career Path

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Education</th>
<th>No.of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Only one Promotion</td>
<td>267</td>
<td>58</td>
</tr>
<tr>
<td>2</td>
<td>Two Promotion</td>
<td>166</td>
<td>36</td>
</tr>
<tr>
<td>3</td>
<td>Three Promotion</td>
<td>27</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

A very large majority of 267 respondents constituting 58 per cent of the sample have experienced only one promotion during their service. It is pictorially represented in the further, 36 respondents were promoted twice while only 6 per cent had three promotions. This shows that though there is a promotional system available, it will be wise if time brand promotional system is introduced to avoid frustration and loss of interests and hopes about their current growth.

Training

The results of the training obtained by the respondents are presented in table 2.5. Table showing the percentage of respondents according to Training received
Table 2.5.
Percentage of respondents according to Training received

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of the Training</th>
<th>No.of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advanced Training</td>
<td>294</td>
<td>64%</td>
</tr>
<tr>
<td>2</td>
<td>Special Branch Training</td>
<td>152</td>
<td>33%</td>
</tr>
<tr>
<td>3</td>
<td>Other Institutional Training</td>
<td>14</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

It can be observed that only 14 respondents from the entire sample of 460 supervisors’ survey had undergone other institutional training. But advanced training and special branch training offered indicate that the training policy existing in TNSTC are adequate for efficient and effective management. By adopting the detailed methodology, the data were collected and analyzed for 460 respondents on the TNSTC climate and corporation issues. They were subjected to statistical tests also. The outcome of the investigation has been presented in the succeeding chapters.

Data analysis

The data collected from both primary and secondary sources were processed systematically applying growth rates and percentages, to evaluate the working level of employees and analyse the perception in order to draw meaningful intervenes and conclusions. Efforts have also been taken to establish statistical relationship about different variables for the purpose of analysis and also to make the interpretation more precise. Data from the survey were coded and processed using the SPSS computer package.
Statistical Tools used

The statistical techniques employed in the study included use of (i) percentage analysis, (ii) correlation and (in) factor analysis.

Percentage analysis

The percentage analysis was done to make comparisons wherever necessary. For calculating percentage the frequency of the concerned cell was divided by the total number of respondents in each category in that cell and multiplied by 100. The percentages were corrected to whole numbers.

Correlation analysis

Correlation analysis was used to find out the association between two sets of variables. This was done using computers.

Factor analysis

Factor analysis is used to determine the number and nature of relationships existing among the group of variables. Harman (2007) pointed out that the principal concern of factor analysis is the resolution of a set of variables merely in terms of a small number of categories of factors. This resolution can be accomplished by the analysis of the correlation among variables. The procedure followed for factoring the correlate matrix in the present study was the principal axis method. The reference axes of the obtained factors were rotated using Karser's Varimax method. Factor loading of 0.30 and above were considered to be practical significance as was suggested by Kerlinger (2009)
Period of the Study

The data were personally collected during the research period 2008-2011. Several visits were made to the branches chosen to build rapport and to get authentic information.

Limitations of the study

- The study among the selected Kumbakonam Division- I only in the corporation.
- The study has not covered the entire population both technical and personal owing to time at the researcher disposal and limitation of resources.
- The selected respondents are given their opinion in their personal interpretations.

Chapter Scheme

The Tamil Nadu State Transport Corporation could prefer well in realizing the expectations of people. The corporations performance would have been better than what is attained already in the past, it has been problem free, in the light of this basic draw-up, the present study is undertaken to highlight the HR practices and there by to suggest some measures to resolve them. The study is organized in the manner described as follows.

First chapter outline the concept of the Human Resources practices and profile of Tamil Nadu State Transport Corporation Ltd., Kumbakonam Division I.

Second chapter frame the statement of the problem, the objectives, hypotheses, methodology and also explains the various limitations of the study. Besides it provides a brief survey of literature.
Third chapter deals the Human Resources Practices of Tamil Nadu State Transport Corporation Ltd., Kumbakonam Division I.

Chapter fourth describes the climate survey of employees of the selected division.

Fifth chapter gives the constraints on HR Practices of the corporation.

Chapter Six discuss the perceptions of the different level of employees in TNSTC, Kumbakonam Division-I.

Chapter Seven analyses the workers satisfaction regarding HR practices of TNSTC.

Finally, Eighth chapter outlines the findings and conclusion. It also point out the suggestion made to all in the light of the findings and conclusion made out the study.