Regarding the factors contributing to job satisfaction, it is found that high satisfaction among administrative results due to factors like sense of achievement, interest in job, visible results, inter-personal results and salary. However, supervisors’ job satisfaction is influenced by factors like responsibility, technical supervision, nature of work, salary etc. There are some variations in the relative importance of factors leading to high job satisfaction in TNSTC. The analysis pointed out certain factors leading to low satisfaction.
CHAPTER VIII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

In this chapter, the researcher presents the summary and findings of the study undertaken by him. The human resource development of Tamil Nadu State Transport corporation Kumbakonam Division I has been studied. The summary and findings thereon will throw light on areas of strength and weakness and show how far the system can examine itself of its past performance and arrange for future advancement.

MAJOR ISSUES AND FINDINGS

Human resource practices are a social compulsion for the service sector. For any organization to be dynamic and growth oriented, its people must be dynamic and proactive. This can be achieved through HRP processes. TNSTC should ensure safe handling of passenger and pave way for safety elevation. The corporation functions of late have become more complex. The all level employees are treated as a vital link in the organization. They can be shaped through usage of management concept and exposure, HRP processes. Studies in this area are inadequate. The need of the hour is to get ride of the inefficiency, non participation and operating with customer focus, free from misuse of management and political interference of contaminations. This efficiency enhancement must start from all levels within the corporation.
The significance of the human resource concepts and practices can never be underestimated in any organization. In the TNSTC too this would be very useful as the best models are worth emulating the present success of existing corporation may be studied and an all-inclusive model is to be developed and all divisions must transform to a change very quickly. Literature survey shows how organizations can develop their professionalism by effective training methods, proper HRD issues handling and by adequate policy formulation reach the satisfactory climate creating condition. By State Government observations and various research works we can infer these are a lot of scope for improvement in the sector.

A research procedure to take into account the existing scenario, the layout of the various structures and choice of suitable sampling and statistical procedure is a must to proceed to probe into the activities of the organizations. Though we have many Transport Corporations in India, vast majority is still unavailable is States like Tamil Nadu and even in Tamil Nadu, we cannot say all the places are covered by TNSTC.

The different level employees’ role is unique and 460 respondents were chosen on scientific procedures. The perception on selected 18 HRD variables, issues and corporation HRD climate, can bring out a valuable insight into the activities of the corporation.

The current TNSTC is worth studying due to the complex changes that are taking place in it due to liberalization. There is shift in the motto of corporation from service to people and from assist to prove competent in problem solving. A climate appraisal reveals TNSTC can no longer remain as building with people, but they should be building people to meet challenges too in the near
future. The exposure to HRD culture and proactive attitudes of employees reveal that they are aware of their role to perform and they do act well to meet the requirements.

Human resource model, Designed by the researcher taking into account, on the various current happenings and facilitating everyone to perform better to support people always. The mission highlights the corporation can rescue people when they do not have any thing and they 'are also safeguard the people’s life when they have it on surplus by hard work and business methods. The model aims at inculcating the spirit of HR culture. As a result of constant practice, give a comprehensive attitudinal, as also organizational approval of the new culture at all levels.

Though it is good to introduce 'change' incorporation enlightenment on the possible constraints and shortcomings of manpower and want of legal and administrative approval is a must. Suitable suggestions to cross these constraints and hurdles can come in handy for the survival of the corporation.

Social institutions like Road Transport serving people can plan to make suitable policies on various HRP issues. This may be done by guiding the planners to adequately focus on HR aspects which are very sensitive. The various analytical tools like correlation, factor analysis made on HR issue and HR climate has given salient features that are in existence. The corporation HR climate is better and it shows there is scope for improvement. The aspects like promotion and training are having highest impact on the HR climate. Though, the study included from different Branches. All the Branches are expressing a similar HR climate and perception of the employees is also on par with others.
Depending upon training the perceptions differ. Attitudinal changes through participative management measures, career planning and potential development after assessment should be programmed.

The job satisfaction of the different employees are identified in the mode of high and low dimensions with the help of some factors, the administrative level employees are more satisfied other than supervisory level and also the supervisory level employees are more satisfied compare to operational level employees.

Grievance redressed procedure important actions on erring officials need to be taken The HR model suggested, in the light of present situation will be an eye opener for all the divisions to evolve suitable procedures and principles of efficiency standards. No more, a Branch will be cursed by customers for inefficiency, if this model is adopted by Branches.

SUGGESTIONS

Following suggestions are made to improve the value of Human Resources in the TNSTC are given below

- Employee relationships including discipline, communication and performance management is critical to improved productivity. It is important to correct unproductively behaviours and to encourage productivity behaviours by communicating well with employees and giving them the information they need to be productive and the information that they need to feel engaged in the work they do.
 Human Resource can directly affect productivity by teaching managers, how to properly and effectively administrator performance appraisal and how to effectively coach, mentor and counsel employees when necessary.

 Calculate the Return On training Investment (ROI) by measuring the productivity of the group, department or employee before training and then measuring the productivity of the same group, department or employee after training.

 The corporation may be improved their refreshment and welfare of the employee through different mode.

 The behavioral aspects like recognition, job prestige, sense of belongingness and work environment should be improved among managers of TNSTC addition, performance appraisal system and promotional system should be improved.

 In order to improve job satisfaction of supervisors, the management should pay more attention to aspects like training, work environment, performance appraisal methods, relations with unions, recruitment policy etc.
CONCLUSION

The various dimensions included in the study reveals that, through the HR climate is favorable for the all level employees to work, there is a lot of scope to improve the existing scenario. By adequately focusing on the various strategies on HR philosophy, our corporation can raise their status on par with the national gaining entry into India by liberalization.

Changing trends in the expectation of corporation employee’s needs and interests also provide us an understanding that the existing reward system needs to be improved. A climate favorable for the employees to work alone can accelerate the workers. Even for the efficient workers, it is applicable.

Efficiency and effectiveness enhancement has become a compulsion and need of the hour. For this end, the findings from this research will be very useful. The noble mission set “to support people always” is an ideal philosophy to be propagated among all wings of the TNSTC. Since passenger happiness alone can help for the survival and sustenance of any divisions.

When competitive attempts are done by competitors, they are going to make an impact on the existing units too. This may lead to further investigations on these dimensions too. This HR climate being a changing one, if need be many more research works on other left out dimensions may be included and sound policy decisions may be taken for further development.
Area for Further Research

This study primarily focuses only on HR practices, of TNSTC Kumbakonam Division I. There is a need for further research to examine the other divisions in detail. A study that focuses on the interrelationship between the dimensions across the corporations would be a truthful area of research.

Another feature of this research is the focus on both operating and services of TNSTC. A comparison of responses from both divisions would be an investing area of research. In order to provide a meaningful insight into the different behavioral aspects of employees, a detailed survey is required.

One of the benefits of this study is that it provides future researches with useful information for identifying specific areas that require more in-depth research. Despite the limitations that have seen identified and the failure to address some of the issues that have been identified for further research, this study has provided many insights into the HR practices of Tamil Nadu State Transport Corporation.