CHAPTER-II

REVIEW OF LITERATURE AND RESEARCH DESIGN
A. Studies in Retrospect – A Review:

There is no dearth of literature on the human resource management practices in the public corporations and exhaustive bibliography would run to hundreds of pages. Within the broader area, academicians and practitioners alike have devoted considerable thought to the various functions of HRM and its development programmes. An attempt is made here to review the literature covering a wider spectrum of human resource practices with special reference to public corporations.

The concept of the HRM has become dominant in researchers relating to industrial settings and other institutions in the globalized era. Many studies have brought into light many issues concerning the human factor in organizations. Most of these studies led to the development of various new models and theoretical concepts. These studies have also underlined the necessity for and significance of disciplinary research. Hence, it may be relevant to include some studies which have bearing upon human resource management as the same facilitates for distinction of the present study from the previous studies.

A literature review is a description of the literature relevant to a particular field or topic. It gives an overview of what has been said, who the key writers are, what are the prevailing theories and hypothesis, what questions are being asked, and what methods and methodologies are appropriate and useful. As such, it is not in itself primary research, but rather it reports on other findings. “There is necessity to re-invent the Wheel” goes a
popular proverb. To reinforce this, here is a detailed review of the major studies conducted on the various functional aspects of human resource management in India and abroad here 1990 witnessed the first wave of functional aspects and practices of human resource management up to 2012 the last three decades. This was primarily due to the generation of new applications initiated by various human resource management practitioners and the entry of several sectors in India. Keeping in this view, an attempt is made to present a literature review on various academic works on human resources management practices and their applications from 1990 to till date. Research articles and research publications from various highly praised National and International journals. This can be presented under below.

Milkovich and Boudreau\(^1\), discussed Personnel/HRM from the American point of view; they urged the managers to change their attitude toward managing employees in industrial organizations. They emphasized that the organization of human resources should be managed with the same care and logic, as its financial and raw material resources these writers suggest that HRM is to be regarded as a “soft” management function. They also examined the current theoretical and research developments related to HRM the current state of human resource practices and provided techniques to develop decision-making skills by utilizing personnel computers as tools human resource decision-making.

Viswaeswara Rao. \(^2\), “management of Human resource with special and specific reference to its changing pattern in the Hindustan shipyard Limited, Vizag. He focused on the need for innovative and creative structure of human resource management system keeping in view the long term
strategies and objectives of the organization particularly the objectives of personnel division.

**Francis. D**³, probed into the inter-district differences in investment, in education and formation of human resources, with the help of human resources index, the level of human resource development in each district was examined. **Sharma J.P**⁴, Studied HRD in sports goods industry which unorganized and skilled oriented small scale and cottage industry. His Doctoral dissertation examined the HRD practices; his primary emphasis was on employment, training and evaluation of training programmes as tools of HRD strategy,

**Bose and Natarajan P.K**⁵, in their study of Colgate Palmolive highlights that HRD through training can build a firm foundation of mutual trust and interdependence which helps in brining change in organizational culture, conducive for better IR and increased productivity. **Narayana Murthy. O**⁶, in his study Employee Welfare in public sector-A case study of selected units in VSP examined the practices’ relating to the administration of employee welfare measures in select public sector. The expenditure incurred by the selected organizations on the provision of employee welfare measures and the practices relating to the administration of such measures has also been examined by him in the study.

**Venkat Ratnam, C.S. and srivastava, B.K**⁷, provided a comprehensive frame work of the principles and concepts relating to personnel management with the emphasis on the Indian context. They attempted to interpret human resource management concepts with their
emphasis on behavioral principles and Industrial relations their primary contribution lies in discussing the implications of personnel policies and future scenario of human resources.

Ravi J⁹, in his thesis studied various facets of human resource management in sugar industry under the public and co-operative sectors in vizianagaram and visakhapatnam districts in the state of Andhra Pradesh. He reviewed the personnel policies and practices in two selected units. His emphasis was mainly on HRM or personnel policies and practices such as recruitment, selection, training and development.

Rastogi T.N⁹, in his article mentioned that the human resource management strategy has to be tailored to suit the business environment of the economy in the wider context of globalization for achieving optimum results in the conduct of industry both at macro level and its micro setting. Ammannaya K.K¹⁰, in his study on Human Resource Management in Banking mentioned that banks should recognize their human resources management and see that they adopt a proactive human resources management system in the place of existing reactive system.

Visweswara Rao .P¹¹, surveyed 350 companies to study HRM issues and to see how people are managed in different organizations across the country. The survey concluded that the road to successful HRM is a long one and much of it remained unraveled. A Survey on HRM in Indian industries,” had reviewed human resource development activities in different public sector banks in India. He made an attempt to study the human resource development components in a public sector bank by analyzing the components of human resources development in public sector banks.
Rao. N. J\textsuperscript{12}, observed that human resource in India is a crucial factor in globalization and Indian manpower will find its own level in terms of wages and job opportunities in international markets. While pointing out the set backs he mentioned that the industry invest in research and development is poor and the human resource development institutions suffer from lack of adequate finding. He suggested in his presentation that the Indian paper industry is at cross roads. The challenges before it are many options require a strong motivation to the paper challenges, development of a competent, dynamic and able human resource for paper industry.

Dhananjaya Raju.P\textsuperscript{13}, studied the organizational profile of BHPV Ltd., and the socio-economic background of the employees. He analyzed the methods of human resource planning, recruitment, selection, placement, induction, compensation, training development programmes in the organization. He also studied the conflict and co-operation prevalent between management and employees in Bharat Heavy plate and Vessels (BHPV Ltd).

Venkata Ratnam.S\textsuperscript{14}, in his study entitled “Future of Work : New Paradigms in Employee Relations” reviews the shifting focus in the realm of work as India transforms from a predominantly agricultural to industrial and post-industrial high-tech service society. This transition results in a shift from (a) land to money to information in wealth base, (b) muscle to machine-tending skills to mind in the dominant use of human skills /energy and (c) direction and control to inducement to consensus and commitment in the principles and philosophy of managing people.

Harsh Dweivid\textsuperscript{15}, in his article on human resource management in India right from its inception in his article. He suggested that the corporate
goal and business ought to be linked with the functional goal and strategy. All human resource managers must acquaint the employees from the shop floor to the top management with the essential data.

Chaudri. K.K\textsuperscript{16}, has traced different trends in human resource management in India right from its inception in his article. He suggested that the corporate goal and business ought to be linked with the functional goal and strategy. All human resource managers must acquaint the employees from the shop floor to the top management with the essential data.

Sarita Singh Jai B.P. Sinha\textsuperscript{17}, opined that the strategy to develop human resources in their study entitled “Human Resource Development in an Indian Cultural Perspective should be embedded in cultural characteristics. Human resources Development (HRD) used to be an important instrument in Indian organizations. Today, it has become a critical factor to help organizations remain effective and enrich the employees’ quality of life.

Vijaya Kumar P\textsuperscript{18}, on Human Resource Management policies and practices in sugar industry is a distinctive one in the area of HRM. The main conclusions of the study are that the sugar industry is rural biased, the training facilities available in the industry are not remarkable, the group incentives plans are absent, the promotion policy in the industry is vague.

Naga Raju Battu\textsuperscript{19}, studied the functional aspects of human resource management in sugar industry with specific reference to the KCP sugar industries corporation ltd., Vuyyuru. The functional areas of Recruitment, selection, wage policy industrial relations and employee welfare are given a comprehensive treatment. The main conclusion of the study is that the
organization did not have clear documental policies on various aspects of HRM. Rao\(^{20}\), studied various organizations from public and private sectors, software and MNCs like Larsen and Toubro, TELCO, SAIL, Crompton GE, Coca Cola, Pepsi Co., Hughes Software system, HLL, Modi Xerox, NIIT, HCL and so on and found that they owe their leadership position in their sectors to the detailed application of HRM doctrines.

**Thornhill, Lewis, Millmore, and Saunders\(^{21}\),** found a potential role for HR-centered strategies to be used to change or realign the culture of an organization. An organization can change its culture through its recruitment strategy of replacing managers with those from outside, restructuring the organization, downsizing the workforce, training programmes, new reward strategies and performance management to alter employee behaviours or reinforce emergent ones.

**Jyothsna.M\(^{22}\),** Studied in her thesis the issues relating to human resource planning, training and development, executive performance appraisal and employee participation schemes in steel industries in India.

**Budhawar.P and Y.Debrah\(^{23}\),** in his study emphasized on the factors influencing HRM policies and practices, and pointed out the significant correlation between a set of contingent variables (that is age, size, ownership in a life-cycle stage, HRM strategies of an organization, type of industry, and union membership).

**Neelu Rohmetra\(^{24}\),** in her study entitled “Cultural Diversity and Ethical Behaviour at Work Place-an Analysis” introduces the concept of work values and ethics present a review of cross-cultural/national studies of management
ethics and finally report an empirical analysis of management work values and ethical beliefs studies at the micro level in the state of Jammu and Kashmir. The empirical study seeks to explore the question: how and to what extent do values and ethical beliefs vary by cultural setting and background.

Ashit Sarkar\textsuperscript{25}, noticed that many companies started moving away from the perquisite oriented style. They recognized the need for a greater freedom to their managers and to choose their own standards of working style based on the market compensation trends. Israel Raju Vuram\textsuperscript{26}, has made an attempt to find out the policies and strategies of human resource training and the environment created for the same in the public sector undertakings, the study was carried out by examining the methods and techniques of training needs.

Mohanthy P.K\textsuperscript{27}, made a study on the origin of human resource management and its relationship with personnel management and human resource development. He collected the data by mailing questionnaire to human resource executives in different industries. His study revealed that human resource development is a part of human resource management aimed at developing the competencies of people and to bring out the behavioral change.

Jacob Mankidy\textsuperscript{28}, in his paper on developing competencies for the new human resource management mentioned that the traditional way of human resource management should be replaced with innovative approaches in managing people. He stressed that the organizations have to take into account aspects like strategic orientation of human resource management,
vision sharing, employee empowerment, team working and continuous learning with a view to evolve comprehensive and meaningful human resource management.

Devashis Rath, An attempted to study the human resource management practices in India and France and found that in human resource management approaches of these two countries, the similarities are only a few in number and the differences are too many.

Mishra R.N, has focused on the new challenges, roles and competencies of human resource management. In his article he mentioned that in the future organizations role of human resource function will be that of a trend setter and should shape companies and work places according to the needs of people and companies.

Budhwar and Khatri , discovered differences between British and Indian companies in the HR practices in the areas of recruitment, compensation, training, and communications. In order to control for possible confounds that may be caused by different manufacturing sectors or businesses with more than 200 employees were matched with their British and Indian counterparts in specific areas such as plastic, steel, textiles and pharmaceuticals. Distinctions were also made between blue and white collar employees.

Sujitha Sen & Shailendra Saxina, has focused on the strategic role of HRM in the age of downsizing. They highlighted that although downsizing is a strategic corporate imperative in a competitive world, the process of downsizing must not only be human, it must also appear that it is humane.
Padmakali Mishra and Gopa Bhardwaj\textsuperscript{33}, in their study entitled “Human Resource Development Climate: An Empirical Study among Private Sector Managers” undertake to examine the nature of HRD climate as perceived by three hierarchical levels of managers in a large private sector organization. A group of 1047 managers belonging to senior, middle, and lower levels served as sample for the study.

Punia B.K\textsuperscript{34}, made a study on training needs identification in DCM textiles, Hissar (India) and conducted that though training is required for all categories of employees, yet the staff people need lesser training when compared with supervisors and executives. He also found that training is more or less fashion to the senior level for it does not fulfill the actual needs.

Patnayak.B\textsuperscript{35}, viewed that Human Resource Information System (HRIS) is a systematic way of storing data and information for each individual employee to aid planning, decision making and submitting of returns and reports to the external agencies

Fletcher\textsuperscript{36}, viewed performance management as the real concept of Human Resource Management which is associated with an approach to creating a shared vision of the purpose of aims of the organization, helping each employee understand and recognize their part in contributing to the team, and in doing so, manage and enhance the performance of both individuals and organization.

Inderjeet Dagar\textsuperscript{37}, has made an attempt to study about the industrial relations in small scale industry. He focused his study on the internal factors
having effect on the industrial relations in small scale sector and the relative importance of these factors for IR in this sector.

Appa rao S\textsuperscript{38}, studied Human Resource Management Practices in his thesis covered human resource planning, recruitment, selection, employee’s compensation system, human resource development, industrial relations and other aspects. He collected Data from 450 respondents in Hindustan Shipyard Ltd through employee schedule. The outcome of the study revealed the functioning of the participative management schemes is not upto the mark and suggested to improve ‘participative management culture. Such an approach is believed to be conducive for promoting suitable organizational culture in the final analysis. Human resources management activities can be better organized and implemented if the top management attaches sufficient importance.

Srivastava S.K\textsuperscript{39}, in his study on the effect of welfare activities/facilities on job satisfaction and attitude of workers towards management amongst workers of private and public sectors highlighted the quality of labour welfare activities in select organization he made an attempt to measure the degree of job satisfaction of workers towards management in both the sectors.

Giri D.V.and Anuva Choudhury\textsuperscript{40}, in their study entitled “Towards a Positive work Culture the Nalco Experience” an attempt has been made to analyze the nature of organizational climate and the type of work culture prevailing in the national Aluminum Company Limited (NALCO). The NALCO experience proves that the general notion about the public sector a unit in respect of work culture is to a large extent imaginary. The company, like most
other public sector units, has been constantly striving for enhancing its competitiveness with focus on the core competencies of managing human resources (career advancement, performance management, rewards management, employment relations, etc), customer satisfaction and profit making. The organization has succeeded in its endeavors. The findings of the study indicate that the prevalence of positive work culture, which appeared to be largely dependent on the nature of organization climate prevailing in the organization, is one of the most significant success ‘mantras’ of NALCO.

Mamta Panda\textsuperscript{41}, in her study entitled “Industrial Relations environment and Work Culture in Public and Private Sector Organizations: A Case Study” aims at examining the relationship between the industrial relations environment and work culture in a private and a public sector organization belonging to the same industry. Attempt has also been made to identify major industrial relations issues and organizational initiatives for improvement in the industrial relations environments.

Beardwell et al\textsuperscript{42}, reveals that the more effective the better the HRM policy and quality of HRM considers selection, better rewards, planning and appraisal as leading to effectiveness of senior management could only be effective if there is strategic integration, functional flexibility, communication, adaptable organizational structure, and high commitment and capacity to manage innovation.

Nagendra Rao G\textsuperscript{43}, studied on Human Resource Management Practices in paper industry with special reference to East Godavari district; Andhra Pradesh in India. Sample was collected from 260 respondents out of
The study revealed some sort of discrepancies with regard to communicated tasks and duties with their designations as per the presentation in the organization chart. Due to forcible conditions in professionally managed, organizations i.e., work adjustments in accordance with automation, technological appreciation and manpower downsizing strategy.

Monika Sharma and Anjali Ghosh\textsuperscript{44}, in their study entitled “Perceptions of Organizational Climate and Job satisfaction in Nursing Staff Personnel, Influence of Personality and Self-Efficacy” with the purpose to see the influence of an individual’s personality traits and self-efficacy on perceptions of organizational climate and job satisfaction among hospital employees. Results indicate significant positive correlation between personality characteristics of individuals, organizational climate, and job satisfaction.

Ashok Chanda\textsuperscript{45}, intended to take a closer look on status of diversity management (DM) in human resources (HR) alienation and in its adaptation to workplace. He found that there is lack of awareness towards DM approach and no HR forum identified DM as important HR agenda and area of research in India. It is concluded that DM should be looked historically and address systematically by innovative and creative by HR practices at all level of organization to build competitive advantage quality of the life and many other benefits by valuating diversity for the Indian organizations.

Ooi, Arumugam, Safa, and Bakar\textsuperscript{46}, identified that HRM is considered as one of the crucial subjects in the research area of management and
business for the past few decades due to its impacts on both the individual and organizational performances a whole. Today’s dynamic and competitive business environment has posed constant challenges to firms. For sustainable growth of manufacturing firms rely on the ability to master the knowledge content in production rather than a mere transformation of inputs into outputs through the use of standard equipment and techniques.

Analoui, F47, The choice model is an integrated or holistic model for HRM. It holds those drivers for formulating HRM policies and frameworks are three sources viz., the organizational, personal and external. The organizational source includes mission statement and strategy, policies and procedures, management culture and task technology of organization. The personal source constitutes individual frames of reference, perception, awareness, and ideology. The external sources are environmental, hence socio economic, political, and cultural and include a wide range of stakeholders, associations, unions and other organizations. These sources constitute the input to HRM formulation leading to a process of formulation of HRM policies and frameworks at the senior or executive level. These policies are then transported to functional and line management level and are subject to direct and indirect influences during the implementation which end at an output level that affects the individual, organization and society. It affects them by bringing, improved performance and effectiveness and quality to work and life.

Mohd Khairuddin Hashim, Mustafa Zakaria and Dzulhilmi Ahmad Fawzi48, in their study “Relationships between organizational structure, human resource practices, and organizational culture” felt that after review of
small business literates reveal that limited studies have been done on the relationships between organizational factors and innovation activity in small and medium size enterprise (SMEs), particularly in the Malaysian context. This study aims to address this issue by examining the relationships between organizational structure, human resource practices, organizational culture and innovation activity of 48 SMEs in the manufacturing sector. Findings from the study reveal significant positive relationships between organizational structure, human resource practices, organizational culture and innovation activity of the 48 small and medium manufacturing firms.

Ngo et al\textsuperscript{49}, examined SHRM (Strategic HRM) practices in China to assess the impact of these practices on firm performance and employee relation climate and found that SHRM practices have direct and positive effects on financial performance, operational performance, and the employee relations climate.

Tripathy Laxman and Tripathy Kumuda\textsuperscript{50}, found that the majority of the IT companies sampled, institute such HRM practices that are complex in nature and a majority of the IT companies do follow such HRM practices which can be termed as adaptive in nature. They suggested that offering job plus education referral recruitment, online and open house tests (in case of recruitment & selection), flexible training choice, skills & project centric training (in case of training & development) and lastly, transparent appraisal systems, above average salary, more non salary benefits, flexi timing and opportunity for growth are some of the selective practices which, if followed with rigor, would help managing enhance human resources of an IT company.
Indranil Benerjee⁵¹, after studying HR interventions in power distribution business opines that it is better to train its internal members of HR team having strong desire to take up the project with focused attention with support of specialist or hired services of consultant.

Joseph K.E & Dai.C⁵², found that there are significant connections between HRM practices and firm performance; that the strategic alignment of HRM is also a driver for firm performance. Fredick Muyia Nafukho, Richard T. Reoessler and Kit Kacirek⁵³, Discuss strategies that HRD and HRM personnel can use to minimize the unlawful termination of employees with disabilities and thereby preserve the diversity they bring to the workforce based on findings from four investigations. They said that to manage disability as a diversity issue, every person in the workplace and the potential impact of disability on critical HRM and HRD practices related to job retention and termination.

David W.Pitts and Lois Recascino Wise⁵⁴, opined that the public organizations are tasked with a myriad of HRM challenges that stem from workforce diversity, but the field of public administration has not produced a body of research that adequately assists them with these struggles.

Vanhala and Ahteela⁵⁵, in their study found that employee trust in the whole organization is connected to perceptions of the fairness and functioning of HRM practices. Such practices can therefore be used in order to build the impersonal dimension of organizational trust.

Manoj A.S⁵⁶, The role of the human resource manager is evolving with the change in competitive market environment and the realization that HRM
must play a more strategic role in the success of an organization. IT organizations that do not put emphasis on attracting and retaining talents may face adverse consequences, as their competitors may be outplaying them in the strategic employment of their human resources. With the increase in competition, locally or globally, IT organizations must become more adaptable, resilient, agile, and customer focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business driven function with a thorough understanding of the organization’s big picture and be able to influence key decisions and policies. In general, the focus of today’s HR manager is on strategic personnel retention and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organization’s members and their loyalty.

Lewis J.W. Lim, Florence Y.Y. Ling\textsuperscript{57}, the aim of this research is to investigate the effect of contractors' human resource (HR) practices on job satisfaction of their professional staff. The specific objectives are to: determine the effectiveness of contractors' HR practices; find out the level of job satisfaction that professional staffs who work for contractors have; and study the relationship between HR practices and job satisfaction. Results showed that contractors' professionals are significantly satisfied with many of their firms' HR practices. The study found that these professionals have significant job satisfaction in terms of career opportunities, nature of their jobs
and overall working environment. The results also show that many of the HR practices are significantly correlated with job satisfaction.

Rajendra Kumar Jain\textsuperscript{58}, made a comparative study on the road transport policies of the nationalized finance, fare structure, investment policy, performance and personnel management.

Jain, J.K\textsuperscript{59}, in a country which has not been adequately served by advanced modes of transport, such as railways and airways, road transport becomes the most significant mode of transport. Oborne and Lewis\textsuperscript{60}, collected and edited various papers contributed by eminent people on passenger comfortable, driver behaviour and pedestrian behaviour.

CIRT\textsuperscript{61}, viewed the importance of public transport as against private transport is being increasingly recognized even by the developed countries and particularly less developed countries cannot afford to neglect public transport. Further, the contribution to the exchequer as a percentage of the capital invested is as low as 4.71 percent in case of railways. (1981). While in the case of state road transport undertakings, at is estimated to be as high as 44.24 percent.

Satyanarayana, J\textsuperscript{62}, The organizational structure is one of the important factors which influences the effectiveness of an organization, even though there are a number of other factors which influence the efficiency of an organization. The passenger road transport with its unique features of geographically widespread operations, labour intensive. Nature and the non-storability of the potential service require a distinct organizational pattern suited to its nature of activity.
Arora, S.K\textsuperscript{63}, among the public utilities transport particularly plays a key role in the economic development of our country. Transport activities, which comprise the moving of men and materials from one place to another, are an essential infrastructure in the economy of any country. Modern transport systems ensure. Continues and smooth flow of traveling public, material inputs and outputs of all economic sectors from origin to destination as required and enable the economy’s production and distribution systems to function effectively and efficiently.

Rama Rao.K\textsuperscript{64}, focused attention on the bus services provided by APSRTC to the rural masses and its consequential effect on socio economic development of rural household in VSP district. Sudarsanam \textsuperscript{65}, attempted to reflect on the imperatives of HRD from the point of view of the passenger road transport industry. Which is not only higher labor intensive but has a preponderance of non-economic objectives he felt it can only be the Government, which could help the unorganized sector of the passenger road transport industry by providing educational facilities to upgrade human and technical skills at the induction level with nature future progress. In the organized sector, there has to be a three-pronged approach to tackle the motivational needs to the workers, supervisors and manager, not only through formal training but through a bias for better performance and higher productivity.

Made Gowda\textsuperscript{66}, in this paper aimed to test the hypothesis that employees of SRTUs are not so inefficient as generally conceived by the general public. He commented that the poor performance of SRTUs cannot be attributed to the inefficiency of human resource alone. Rajeswari, G\textsuperscript{67},
made a detailed study on the public sector performance by taking the case of APSRTC. She examined the history and evolution of the APSRTC, its performance at corporation level and regional levels for the pricing policies of a transport service in general and the APSRTC in particular.

Ghosh observed that the SRTUs are facing tremendous challenge from the private bus operators. The government support to SRTUs is not forthcoming. Under these circumstances, SRTUs are required to frame strategies in order to survive and grow. And to make these strategies workable, the workforce need to be geared up through proper human resource development strategies.

A. Need for the Study

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. The public sector undertakings like Port Trust, Steel Plant, BHPV and public corporations like APSEB, APSRTC, LIC have started the departments of HRD consequent to the instruction from the government of India during the 6th five year plan. Either HRD or Personnel departments of any organization has looked after some of the activities like framing HRM practices viz., recruitment, selection, training and development,
performance appraisal, wage administration, welfare, industrial relations, OD, quality of work life etc.

Some organizations like APSRTC continued to give emphasis to carry out on the routine activities. It is something like an old wine in a new bottle. It is therefore felt essential to study in these lines. Many studies have been carried out encompassing various issues and dimensions of HR. However most of the studies have been carried out with a focus on functions of HRM in public sector undertakings. Few studies are also been made on other sectors. There is hardly any specific study with regard to HR policies, procedures and practices specifically in public corporations. As against this backdrop it is considered imperative to carry out the study on HRM Practices with special reference to APSRTC. Hence, this study aims to find out the methods used for enhancing the capabilities of employees in order to increase their productivity and managerial skills that would help the overall performance of the selected organization.

B. Objectives of the study

1. To study the nature and significance of human resources and the concept of human resource management practices in general.

2. To examine the satisfaction levels of employees on specific human resource management practices followed in APSRTC.

3. To analyze the perceptions of sample respondents with regard to the recruitment, selection and training undergone by them.

4. To assess and enquired into the opinions on wage, salary procedures, the welfare measures of APSRTC and its impact on employees.
5. To evaluate the employer and employee relations based on existing HRM functions/activities of APSRTC.

6. To summarize and suggest the suitable recommendations for the betterment of HR management practices in APSRTC

**C. Methodology and Sampling**

The study is based on both primary and secondary data and information. Apart from the data from the employees, the study will refer and use secondary information from government and private sources, published and un-published towards understanding the appropriateness, cost effectiveness and sustainability aspects extensively. In this regard, statistical department of APSRTC is frequently consulted from time-to-time apart from getting relevant information from other government departments of the state and the nation. In order for giving justice to the study and assess as well as evaluate all national and state projects and programs implemented in the area towards development of HRM Practices, The study adopted a multi-pronged strategy for data collection.

Multi-stage stratified sampling method is used for data collection. There are three stages in which sampling process is carried out. The first stage consists of selection of head office. The second stage consists of selection of zonal office and the third stage consists of selection of employees who working at respective depots/bus stations in the selected zone.

The study primarily emphasizes on collection of data from the field through questionnaire and seeking opinions of the employees from different geographic tract of the area. The questionnaire executed broadly intended to
explore the benefit details of all welfare schemes executed at the ground level and also seek feedback for further improving the quality of delivery of the services. Primary data collection will be carried out over the entire area, having more focus on data collection in the most inner side of corporation employees and the marginalized groups, a convenient sample of 567 employees are consulted and obtained their opinions through a structured questionnaire. The questionnaire was constructed with specific areas like recruitment and selection, training and development, performance appraisal, wages, incentives, welfare facilities and industrial relations. The researcher also covered the demographic particulars of the employees like age, gender, educational background, designation, work experience etc.

Questions are framed with statement for each specified item, there are number of statements and each statement is supported by alternative answers by which the employees have to express their opinion. Some statements are given yes or no, and some other statements given as excellent, very good, good, average, poor, few of them as highly satisfied, satisfied, satisfied to some extent and dissatisfied, highly dissatisfied. Mostly the statements are relating to HRM and related areas.

A pilot survey was conducted using the blue print of questionnaire and randomly 10 respondents were chosen to administer the questionnaire. The reactions of the employees in responding to the questions, time involved in administering each questionnaire and the scope of the issues to be covered have been observed meticulously during the pilot survey. This helped the researcher to make necessary improvements in the final questionnaire. All the opinions are tabulated and analyzed which is base for the interpretations of the researcher in the study.
D. Limitations of the Study

This study has acknowledged some limitations. The participants in this study are employees of APSRTC, the public road transport only. So, the findings may not be generalizable to other populations. The reason being no data and information has maintained by the respective departments of APSRTC to measure the HRM practices, the investigator has concluded with the available data. Similarly the employer-employee relations at the bus depots level and the role of employees could not be assessed for want of recorded data and information. Inconsistency in the responses is another limitation. The study is only limited to a selected sample of 567 respondents but there is scope to increase this number. For cross check purposes certain items are repeated in the questionnaire and the element of inconsistency removed. These limitations however did not affect in any way the quality of the study and in fulfilling the objectives set out by the study.

E. Presentation of the Study

The study is presented in seven chapters. The significances of HR practices and policies have been discussed in the first chapter. The second chapter covers the review of literature and the research design, which includes the need for the study, objectives, methodology, sampling and the presentation of the study. A brief profile of APSRTC and the demographic profile of sample respondents are covered in the third chapter, whereas the fourth chapter contains an overview of HRM practices in APSRTC. The fifth and sixth chapter contains the process of recruitment, selection, training, wage and salary procedures, welfare measures and employee relations based on the perceptions of the sample respondents. The final chapter gives an account of summary and suggestions.
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