CHAPTER - VII

SUMMARY AND CONCLUSIONS
Transportation in the modern times, it not merely a service, it is an industry as well. But like other industries, it does not produce some thing abstract. It product good will and distributes amenities and comforts. Its customers are not like customers of other industries. They are variegated but composed. Their demand for more services is not directly known. It is due to the growing size of the urban population and growth of urbanised areas that the supply curve straightens itself and raises up. Hence the Economics of Transportation requires a more scientific treatment and a better understanding of the problems. In the
light of this problem it is evidently seen the need and necessity of well thought and well planned and well organised Personnel Management for the Andhra Pradesh State Road Transport Corporation.

The noble idea underlying in bringing passenger road transport under public sector is to fulfil the socialistic obligation of providing efficient and economic transport services to all the people in the country. Consequently, the Road Transport Corporations came into existence in all the states in general and Andhra Pradesh in particular with the enactment of "The Road Transport Corporation Act" in 1950 by the Indian Parliament. These State Road Transport Corporations came into being in order to make passenger transport available even to the farthest and remotest areas of the State. It is their bounden duty to strive to achieve their established objectives of providing efficient, adequate, economical and well co-ordinated services working on business principles. The Andhra Pradesh State Road Transport Corporation is one of the sixtyone nationalised passenger road transport undertakings in India and the second largest public sector passenger road transport undertaking in the country after Maharashtra. These road transport corporations are also declared as public utility services with a number of objectives set forth to serve
the cause of strengthening the concept of the socialistic pattern of society in India.

**Effective Personnel Management is the sine qua non for the success of any organisation and that too an public utility undertaking like Andhra Pradesh State Road Transport Corporation. This Transport Corporation has evolved its personnel policies with in the broad frame work of Road Transport Act of 1950 and also the State Government policy. The present study conducted on the personnel Management of Andhra Pradesh State Road Transport Corporation revealed various problems and lapses in its Personnel Management practices which stood on the way of smooth functioning of the Corporation which in turn resulted in slackness in its performance.**

The underlying idea in the adoption of Road Transport Corporations Act, 1950 and the change-over from a traditional Departmental form to a Public Corporation are mainly intended to enable the Andhra Pradesh State Road Transport Corporation to run on 'business principle.' But contrary to the expectations, the permissive and flexible provisions of the same Act endowed the State Government with unlimited and unfettered discretions particularly in personnel agency and enjoying direct control over the total gamut of
personnel management. In view of number of instructions, directions and guidelines issued by the Government from time to time with reference to personnel management, the degree of flexibility in the areas of recruitment, selection, promotion, training, service conditions etc., as completely lacking or non-extent.

Hence, it is suggested that the State Government, keeping in view the sacred ideas in the adoption of a Corporation form of organisation to the Andhra Pradesh State Road Transport Corporation, must reduce the volume of its controls and directives issued and should make less use of its permissive and flexible provisions of the Road Transport Corporations Act, 1950. With a view to enable the latter to function on business lines and allow it to breathe the fresh air of autonomy.

It is also suggested that the State Government should confine itself to issue general policy directives and leave the Board in day-to-day matters of administration. However, to verify and assess whether the sub-policies and decisions of the Board are actually taken with in the frame work of policy directions of the Government, it must be made obligatory on the part of the Corporation to include in its Annual Administration Reports a summary of
directions issued by the Government along with its decisions. This arrangement would certainly provide independence to the Corporation in personnel matters. For this purpose the present Road Transport Corporations Act must be amended accordingly, in the interest of the Corporation and to give due independence to the Board, the personnel powers now exercised by the State Government must be delegated to the Personnel Agency of the Corporation. Thus the State Government must properly and rightly utilize the opportunity provided to it under the Road Transport Corporations Act, 1950 to create a culture of professional management and avoid the bureaucratic dominated administrative set-up in favour of business and commercial oriented set-up.

The study reveals that excessive control and supervision is exercised by the State Government through its various agencies like Chairman, Board of Directors and Managing Director on personnel matters of the Corporation. Virtually, the Corporation has not been able to evolve a suitable personnel system keeping in view the special requirements of a passenger road transport undertaking and be in a position to cope-up with the changing times.

Hence, it is suggested that there must be
flexibility and operational freedom in all matters of personnel management. Guided control backed by professional and technical advice is more desirable than the political and bureaucratic controls of Corporation's personnel policies and practices. Further, autonomy with guidance is the only solution for infusing professionalisation which is a pre-requisite for the successful working of the Corporation.

There is no systematic department-wise man-power planning in the Corporation keeping in view the requirements of the total organisation. Whatever that exists in the Corporation is only individual oriented and not organisation-oriented. The high bus-staff ratio is also due to lack of proper perspective and forecast in man-power planning.

Hence, there is a need for proper man-power planning with effect forecasting depending upon the present and future personnel requirements. Each department must have a clear and periodical assessment of work-load and plan for the number of personnel required. At the end of every six months or one year the man-power required can be assessed. The Personnel Department must act as a coordinating agency and come-out with the final number of candidates required in each department and category. These required
candidates must be recruited either from within the Corporation through the method of promotion or through direct recruitment through Andhra Pradesh State Road Transport Corporation Recruitment Board as suggested in this chapter.

In Personnel Management, a line can be drawn between personnel functions like recruitment, promotion, training and retirement and establishment functions like payment of salaries, allowances which are purely related to paper work. The study reveals that the most important personnel functions which are practically and highly required are neglected and in the name of personnel functions only establishment functions are performed and attended to.

As the present Personnel Department under the Chief Personnel Manager is not discharging personnel functions effectively and is establishment-oriented, there is an urgent need to separate establishment-oriented, there is an urgent need to separate establishment-functions from personnel functions. The present Chief Personnel Manager should be asked to deal with personnel matters exclusively. A new post of Establishment Officer should be created to look after establishment matters only.

The Corporation has been drawing personnel
for the most glamorous posts like MD, FA & CAO, CV & SO, V & SO and LAO on deputation from the Government which is not a healthy practice.

The permanent solution to this problem is to eliminate the climate of dependence on the deputationists. The civil servants who are already in service of Andhra Pradesh State Road Transport Corporation must be permanently absorbed within the organisation and must be brought within the jurisdiction of Corporations. The civil servants who are interested in the services of the Corporation and opted for permanent absorption in the Corporation must be selected and the posts must be filled with them. Otherwise, the Corporation must make its own arrangements to fill-up these posts through the proposed Andhra Pradesh State Road Transport Corporation Recruitment Board or through the method of promotion.

The study reveals that the Corporation is resorting to make temporary promotions as per Reg.30(1) and 34 of Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966. This method of filling the posts through temporary promotions has brought about a lot of dislocation resulting in selection of medicore persons.

Hence, the Corporation must duly delete Reg.
30 (1) and 34 of the Andhra Pradesh State Road Transport Corporation Employees Recruitment Regulations, 1966 and avoid hasty promotions. Promotions must be made strictly on scientific norms fixed and the procedures duly followed. Periodical man-power planning would also solve this problem.

The promotional policies of the Corporation have miserably failed because of frequent changes in the policies of the Corporation and the uncertainty in the implementation of agreements concluded between the employees' unions and the management. Confusion has been created in the interpretation of the regulations of the employees' recruitment and service matters and undue favouritism has been shown in assessing the merit of the candidates for promotions ignoring the meritorious ones.

It is also noticed that the eligibility of service taken into account for promotion to the same levels, varies from post to post. Different departments have different eligibility rations for internal candidates for awarding promotions to higher levels.

Hence, it is suggested that the Corporation must take necessary steps to streamline the personnel policies especially with regard to recruitment, transfer and promotion. There is a need for common seniority
for all cadres except for mechanical and accounts departments. The introduction of the time-bound promotion policy is highly essential at present to avoid stagnation and frustration among the eligible and experienced candidates.

The study reveals that the training programmes are not adequate to meet the present day needs of the Corporation. The institutional arrangements for providing periodical and systematic training in various advanced techniques and methods are systematic training in various advanced techniques and methods are quite unsatisfactory and inadequate. The Zonal Training Schools established at Hyderabad, Vizianagaram, Cuddapah and Karimnagar, Nellore and Vijayawada to train lower level personnel have yet to attain the status of fullfledged training centres in terms of infrastructure facilities, staff, equipment, financial resources and other training aids.

The Transport Academy at Hyderabad also does not have any inbuilt training arrangements for core faculty in various functional areas of Transport Management to design and organise supervisory development and management development programmes. The college is also ill-equipped and there are no infrastructural facilities. The college is depending upon
the guest faculty who are generally invited from various professional and educational institutions.

Further, the Zonal Training Schools must be well equipped both in terms of staff, equipment and infrastructure. Attached hostel facilities must be provided to these training schools.

The Training Officers must be sent on deputation to various other organisations and institutions to have refreshers courses in modern transport techniques and methods.

It is also suggested that, permanent staff must be allotted to the Transport Academy at Hyderabad who are professionally trained in various fields like Personnel Management, Financial Management, Material Management, Statistics Automobile Engineering, Mechanical Engineering and Traffic Management.

The study reveals that the wage agreement and fixation of pay and other allowances seem to be also not rational and scientific. There are various maladies and anomalies in the present wage agreements when compared to the previous wage agreements. This created lot of dissatisfaction and heart-burning to the employees. The management is also not implementing the conditions of wage agreements properly. Due
to this reason, frequent strikes and agitations have been launched by the employees' unions resulting in poor industrial relations.

Hence, it is suggested that the Corporation must adopt a scientific and acceptable wage policies keeping in view the price index and taking into consideration the wage structures of neighbouring road transport undertakings. The salaries and allowances must be such that they must satisfy the needs of the lowest category of employees.

With a view to avoid misunderstandings between the Management and the Employees' Unions, the wage agreements must be properly and sincerely implemented.

The wage structure should be such as to reduce disparities and rationalise the number of grades of pay scales.

The scales of pay have to be evolved in a manner taking into consideration lack of promotion and the present position of stagnation.

The incremental rates are to be so constructed that they have to provide for adequate to meet the growing needs of the family.

Pay scales and wage differentials once determined should be protected from erosion due to price rise.
The area of 'transfer' in Personnel Management has become the most sensitive and heart-burning problem in Andhra Pradesh State Road Transport Corporation. It has become one of the bones of contention between management and employees. Whenever, there is a transfer of an employee from one place to another in which he is not interested, there is much interference and resistance from the trade unions.

Hence, in order to remove any misunderstandings, a particular transfer policy must be evolved. While entering into an agreement with the recognised Union to the agreement with regard to the policy of transfers must also be entered. The agreement must be such that after completion of a fixed period of three or four years, the employee can be transferred. For this purpose the Regional Manager in each Region must maintain a seniority list and after the completion of his fixed period of stay, his transfer can be effected.

The study reveals that personnel functions were performed by the respective departments before an independent Personnel Department was setup. In 1964 a separate Personnel Department was created. Inspite of the creation of an independent Personnel Department all the personnel functions have not yet
been transferred to this department.

Hence, steps must be taken immediately to bring all the personnel functions under the Personnel Department. The present personnel functions performed by the present Traffic Officers in conducting personnel enquiries must be transferred to the Personnel Officers to avoid overlapping and encroachment of each other functions.

The study reveals that there is a need for verification of antecedents of the candidates before their appointment to various posts which is not far practiced by the Andhra Pradesh State Road Transport Corporation. The appointing authorities must verify the conduct and character through personal verification with the help of Police Department before their appointment. This responsibility can be entrusted to the Vigilance and Security Officer at the Regional level who can maintain contacts with the Police Department and get the antecedents of the candidates verified. Until and unless his or her code of conduct is verified, they should not be appointed on the jobs.

Healthy and cordial relations between the management and the unions and among the unions is highly required in a labour-oriented organisation like Andhra Pradesh State Road Transport Corporation
to enable it to accomplish its objectives. But industrial harmony and peace is totally eroded in the organisation due to the following lapses.

The study reveals that morale is absent not only among the employees but also among the officers of the Corporation. Irregular verification of nominal rolls because a bone of contention between the Unions and the Management, outstanding issues like divide and rule policy, partially, bossism, ruthless insistence of the Code of Discipline, imposing suspensions, removals, depot spares and inter-union rivalry have precipitated strikes and agitations and thus created industrial unrest. Irregular and improper implementation of the grievance procedure resulted in lack of faith among the employees towards the Management. The delays in the normal disciplinary procedures also created number of physical and financial strains and suspicious among the workers. Most of the industrial relations problems are dealt-with on an ad-hoc basis without any permanent remedy.

Hence, it is suggested that verification of nominal rolls through elections is conducted regularly and or time by the Management. This provides for the elimination of deep suspicion among the minds of the members of other Unions about the alleged collusion of the recognised Union with the Management. Further,
it prevents any union becoming a stabilised power representing its own members for more than the terms required.

The Andhra Pradesh State Road Transport Corporation as a nationalised road transport undertaking has to render un-interrupted services to the commuters. Because of the frequent strikes and agitations followed by cancellations and stoppages of buses, the public have been put to major inconveniences and difficulties. The various reasons that are genuinely responsible for all these incidents must be carefully analysed and rectified.

Further, the most important step to be taken by the Management is to create a feeling of unity among the workers of the Corporation. A feeling of oneness must be developed among the employees of the Corporation. It is the responsibility of the Management to treat all the workers and unions uniformly and extend cooperation to all of them irrespective of their union attachments.

There must be perfect comradarie between the lowest worker and the highest officer. The officers occupying the higher position should not think that they can handle things without the cooperation of the employees by sitting far way on an ivory
tower. It is necessary that the officers should create an impression in the minds of the employees that even the officer at the highest position is there to work for their safety and welfare.

It is suggested that the present unions must come together and unite themselves to fight for the common cause. They must realise that mutual recriminations would not serve any purpose.

In order to ensure uniformity in the implementation of grievance procedure, it is suggested that all the aspects especially with regard to policy matters, where uniformity in the application of policy is necessitated, must be settled by the line officers with previous approval and clearance either from the Chief Personnel Manager or Executive Director (Administration).

In order to boost-up the morale among the employees, the Corporation must regularly and effectively implement all the welfare programmes stipulated at present. To overcome the ill-feelings of the employees, the reservations provided to the children of the employees, and deceased employees must be properly implemented.

Starting of Cooperative Consumer's at all Depots;
Wage agreements, resulting in revision of pay scales must be prompt and in time. As the delay in concluding wage agreements is also the root cause for strikes and other ill-feelings, it is necessary that the pay scales must be revised as and when they are due.

In order to increase cordial and sound industrial relations between the employees and the management, the concept of Workers' participation in Management must be implemented as in the consonance with the idea of democratisation of management in the Corporation and making it fit instrument of implementing the canons of 'Industrial Democracy'. At least one representative from the employees must be allowed to sit as the Board member. The workers must also be made parties to the decisions and they should also be made to cooperate in implementation of the decisions taken by them. The present two major unions must come together and evolve a suitable scheme for the introduction of the concept of 'Workers Participation in Management'.

A sound personnel system is the sine-qua-non for efficient and effective management of any organisation and that too a technical and skilled organisation of an autonomous character. However, the public
enterprises are oftencriticized for their huge unutilized capacities, considerable overstaffing, low productivity and the consequent losses. These charges may be unfounded in some cases, while they may be true in some others. The million dollar question in this regard is whether a particular organisation is capable of recruiting, training and retaining the best available talent for various categories of jobs especially in the managerial, technical and specialised fields. Although in theory the public enterprises, in India have full autonomy in their personnel policies, they have been so far experimenting on the basis of "trail and error" in the evolution of a sound and strong personnel system. The most essential feature in this regard is how best to motivate and instil among the employees a sense of commitment to and involvement in the successful operation of the enterprise.