PREFACE

Even in an age of high technology people are still the most important asset to an organisation. The Public Enterprises in general and the Andhra Pradesh State Road Transport Corporation in particular which is adjudged as an essential service organisation structured with the prime objective of providing efficient, effective and well co-ordinated economic passenger bus services to all the people in and around the State is no doubt looked at with high expectations by the rural as well as urban masses. Thus, management of the personnel within the Andhra Pradesh State Road Transport Corporation and the mode of securing the right type of persons as personnel to the organisation receive high importance to meet these objectives and expectations. Hence, Personnel Management as a function is assuming increasing significance in the Andhra Pradesh State Road Transport Corporation. Personnel
Management has come to be recognised as an established part of public enterprise administration which is mainly concerned with human resource development.

Personnel Management in the Andhra Pradesh State Road Transport Corporation is concerned with the basic function of 'getting things done' with people. It is the use of human resources in accomplishing the overall goals or mission of the organisation. Personnel Management is that activity which directs human resources into a kind of dynamic organisation which accomplishes its goal through provision of opportunities for maximum individual contribution under desirable working relationships and conditions. It includes framing of personnel policies, classification of positions, man-power planning, selection, placement, promotion, training, utilisation and development of employees as well as improvement of working conditions to obtain maximum productivity and efficiency and human elements. Thus, the performance of personnel Management function is also to be planned, organised, directed and controlled in the same way as the performance of all other managerial activities. It has been proved time and again that an organisation may have the best of the resource but cannot operate efficiently without an efficient personnel who are...
properly selected, trained and enjoy attractive conditions of service.

**PROBLEM:**

Personnel Management in Andhra Pradesh

State Road Transport Corporation is often carried out in conjunction with other Management responsibilities. The success of the Andhra Pradesh State Road Transport Corporation in achieving its established goals always depends upon the quality of its personnel besides its organisational structure. The Management of the Corporation should take necessary steps and make all arrangements to provide for right type of personnel to various wings of the Corporation to realise the objectives. A badly chosen personnel would not only inject inefficiency till their stay in the Corporation but also provide hindrances and remain as a liability with slack performance. The Andhra Pradesh State Road Transport Corporation which is acclaimed as the largest service-rendering public sector undertaking is now subjected to severe criticism day in and day out in its performance in the framework of its objectives. There is a hue and cry with regard to its recruitment policy and procedures, training programmes, welfare measures, observation and maintenance of code of conduct and
various other personnel problems. The declaration of strikes, gheraos, dharnas and work-to-rule methods adopted by the trade unions show that there is something lacking and something is to be streamlined.

**SCOPE OF THE STUDY**

Hence an attempt is made to study the personnel Management structure of the Andhra Pradesh State Road Transport Corporation commencing from its Headquarters level to the Depot level which is at the lower level in the line of command and various other important personnel activities like framing of personnel policies, classification of personnel, recruitment, training and other conditions of service with a view to make the Andhra Pradesh State Road Transport Corporation personnel management process more efficient and effective in attracting and shaping its personnel best suitable to its objectives fulfilment.

**OBJECTIVES OF THE STUDY**

The objectives of the present study are as follows:

1. To study the importance of personnel management in public sector undertakings.

2. To examine the organisational structure of Personnel Department in Andhra Pradesh State Road Transport Corporation.

3. To describe personnel policies followed by Andhra Pradesh State Road Transport Corporation.
4. To assess the staffing pattern and procedures in Andhra Pradesh State Road Transport Corporation.

5. To evaluate the pay and other conditions of service in Andhra Pradesh State Road Transport Corporation.

6. To review the functioning of trade unions in Andhra Pradesh Road Transport Corporation; and

7. To evaluate the overall personnel process in Andhra Pradesh State Road Transport Corporation.

METHODOLOGY

The data for the present study was collected from primary as well as secondary sources. The primary data was collected from the primary records of the Headquarters office, Hyderabad, Zonal, Regional and Depot offices of Andhra Pradesh State Road Transport Corporation. To make on the spot study personnel visits were conducted to various departments and the Personnel Department and its branches at all levels. A well structured questionnaire was prepared and administered to various employees, officers and union leaders. Personnel interviews were also conducted and discussions were also held with officers, recognised trade union leaders and other employees. The Agenda and proceedings of the Board was also studied to get an insight into the involvement of Board in personnel matters.

The secondary data was collected from the
Annual Administration Reports, office files, circulars and orders of the Corporation in relation to personnel matters, relevant Acts, Delegation of powers, Andhra Pradesh State Road Transport Corporation Regulations, Andhra Pradesh State Road Transport Corporation Rules, Andhra Pradesh Gazettes and Reports of the study teams. Data was also collected from the Institute of Public Enterprise, Hyderabad, various universities, Libraries and the Bureau of Economics and statistics. Finally, the national and regional newspapers, broachures and pamphlets and other published and un-published literature available on the subject were also made use off.