CHAPTER V
FINDINGS, SUGGESTIONS AND CONCLUSION

The summary of the findings and conclusion derived in the study on effectiveness of Human Resource Management practices in TNSTC Ltd. with special reference to Kumbakonam division are presented in this chapter. The broad conclusion was arrived at on the basis of analysis made in the preceding chapters. A few relevant suggestions are also given at the end of this chapter.

5.1 FINDINGS

I. Profile of TNSTC Ltd.

Tamil Nadu State Transport undertaking is divided into eight corporations namely Metropolitan Transport Corporation, State Express Transport Corporation, Tamil Nadu State Transport Corporation Ltd., Villupuram Division, Kumbakonam Division, Coimbatore Division, Salem Devison, Madurai Division and Tirunelveli Devison. Kumbakonam Division consists of four divisions viz. Division I, Division II, Division III and Division IV. This study concentrates on Kumbakonam Division II.
II. HRM practices in TNSTC Ltd.

HRM practices that are followed by the TNSTC Ltd. have been explained in Chapter III. HRM practices regarding Recruitment and Selection Procedures, Training and Development Programmes, Promotion and Transfer Policies, Wages and Incentive Bonus provided by TNSTC Ltd. Performance appraisal, Workers’ Participation in Management, Grievance Handling, Welfare Measures, Management’s attitude towards employees and Unions and motivational factors have been considered for this study. Monetary and Non-monetary benefits provided by TNSTC Ltd. were also explained.

III. Analysis and Interpretation of Data

The ten dimensions of HRM practices and forty one variables of these dimensions have been analysed in the III chapter with the help of percentages, multiple regression, chi-square test, analysis of variance and factor reversal test.

A. Socio Economic Characteristics of Sample Respondents

1. The sample respondents (360) comprised of 134 drivers (37.2%), 140 conductors (38.9%), 69 technical staff (18.9%) and 18 office staff (5%).

2. Out of 360 respondents 43.3% of them belonged to the age group between 31 and 40 years, 39.4% of them had experience
between 10 and 20 years, 46.4% had S.S.L.C qualification, majority of the respondents i.e 61.9% were earning the monthly salary of less than Rs.15,000/-, 50.8% of them belonged to LPF Union. As far as status in the union is concerned 92.2% were holding the memberships Majority of the respondents i.e 71.1% were permanent employees.

3. The age group of 51 years and above was found dominant group in the categories of the driver and the office staff. They occupied the percentage of 46.3 and 7.4 respectively. The age group between 41 and 50 years was found dominant in the conductors category and the age group of less than 30 years was found dominant in the technical staff category.

4. More than 20 years of the working experience was found dominant in the drivers and in the office staff categories. They occupied the percentage of 39.2 and 5.1 respectively. The working experience between 11 and 20 years group was found dominant in the conductors’ category. It occupied the percentage of 43.7. The group with less than 10 years of working experience was found dominant in the technical staff category. It shared the remaining percentage of 20.7.

5. 49.1% of SSLC holders were found dominant in the drivers’ category, 88.2% of the degree holders were found dominant in
the conductors’ category and the technical staff as well as the office staff with technical qualification shared respectively the remaining 30% and 10%.

6. The monthly income group of above Rs.35000 was found dominant in the drivers and the technical staff categories and the monthly income group between Rs.15000 and Rs.25000 was found dominant in the conductors and the office staff categories.

7. Most of the drivers, the conductors, the technical staff and the official staff were the members of LPF.

8. As far as the status in the union is concerned the majority i.e. 42.8% of the office bearers were in the drivers’ category.

9. As far as the nature of employment is concerned 46.1% of the permanent employees were conductors and 40.4% of the temporary employees were drivers.

B. Ten Dimensions of HRM practices in TNSTC (Kumbakonam) Ltd.

1. The majority of the respondents (63.9%) were neither satisfied nor dissatisfied with the methods that were used for recruitment and selection of employees. 52% of the respondents were not satisfied with the objectivity of the assessment made during the selection process and 70.4% of the respondents were satisfied
with the preference given to the existing temporary employees, while making recruitment in the regular employment.

2. The majority of the respondents i.e. 51.9% were partly satisfied with the effectiveness of training provided by TNSTC. 57.3% of the respondents felt that the training provided by TNSTC was sufficient to the employees and 48.4% of the respondents expressed that the training was given without any discrimination.

3. The majority of respondents (41.1%) felt that the promotion and the transfer were made only on the predetermined basis. 53.1% of the respondents expressed that equal opportunity was given for the promotion without any discrimination. 62% of the respondents felt that the transfer was made on sound basis. 49.2% of the respondents felt that the impartial transfer procedures were followed by TNSTC.

4. The majority of the respondents i.e. 62.2% felt that the remuneration provided in TNSTC was fair, 68.3% of them expressed that it was attractive, 60.8% of them opined that there was no threatening of cut in remuneration and 51.7% of them expressed that the prizes and the incentives were provided without any bias.
5. The majority of the respondents (67.2%) felt that the evaluators judged the performance of workers through the objective and judicious evaluation. 47.5% of the respondents felt that the evaluators acted without any bias and prejudice. 60.3% of the respondents felt that the performance appraisal develops the creativity and self confidence of the workers.

6. The majority of the respondents i.e. 51.7% felt that they were given equal chance to participate in the decision making process, 49.5% of them expressed that the participation in management could not help them to realize their responsibilities, 49.5% of them felt that they were actively consulted and involved in the decision making process and 65.8% of them felt that it may lead to smooth and cordial superior subordinate relations.

7. The majority of the respondents (55.5%) felt that the disciplinary actions were rarely taken against the guilty workers, 60.3% of them expressed that the adequate chances were given to the defaulting employees to represent and defend their charges, 60.3% were satisfied with the steps taken to resolve their grievances, 66.1% of them were satisfied with the sympathetic approach of the management towards the settlement of grievances and 55.3% of them were satisfied with the effective upward communication system used to solve grievances.
8. The majority of the respondents (68.3%) were satisfied with the co-operation and encouragement provided to the trade unions; 62.2% of them were satisfied with the steps taken by the management to fulfill the demands of the unions; 54.7% of them were dissatisfied with the external leaders of the unions; 65% of them were dissatisfied with the intervention of the political parties in the activities of the trade unions and 57.5% of them were satisfied with the willing co-operation among the workers of different unions.

9. The majority of the respondents (54.4%) were satisfied with the adequacy of the welfare measures, 62.2% of them were satisfied with the adequate post retirement benefits and 57.5% of them felt that the welfare measures provided by TNSTC were better than that of others.

10. The majority of the respondents (52.5%) were dissatisfied with the prizes and incentive bonus, 71.7% of them were satisfied with the encouragement provided by the management to grow the informal organizations among the employees, 55% of the were satisfied with the kindness and affectionate treatment of the supervisors and the foreman, 58.3% of them were satisfied with the sufficient job security assurance, 51.7% of them were satisfied with the safety measures provided, 51.7% of them were satisfied with the recognition and appreciation of sincere
work and achievement of workers and 55% of them were satisfied with the awards provided to the employees who contributed to the improvement of TNSTC.

C. Inferences from Correlation Analysis

1. The correlation between effective methods has followed in TNSTC while the recruitment and selection and the preference is given to their existing temporary employees is positive and statistically significant (r = 0.398, P < 0.001). The correlation between effective methods and objective assessment is 0.186. The correlation between objective assessment and preference to the existing employees is found to be 0.128 which has the positive correlation and significance.

2. The correlation between sufficient training has been provided by the TNSTC and impartial opportunity is positive and statistically significant (r = 0.511, P<0.001). The effective methods of training and sufficient training have been least correlation 0.154. The correlation between training is given without any discrimination and effective training has the positive correlation and significant (0.251).
3. The correlation between equal opportunities has given in TNSTC while promoting and transferring their employees and on sound basis is positive and statistically significant ($r = 0.657$, $P<0.001$). The correlation between impartial method of promotion and transfer and equal opportunities has given to all employees is 0.577.

4. The correlation between the management do not threatening to work for wages and fair wages and remuneration given to their employees is positive and statistically significant ($r = 0.464$, $P<0.001$). The correlation between attractive remuneration and fair remuneration is 0.367. The correlation between no threatening to work for wages and attractive remuneration also has a positive correlation. The correlation between prizes and incentive bonus and fair remuneration have the least correlation (-0.047), the relation between these two variables is insignificant at 0.01 level.

5. The correlation between the two variables of objective and judicious method of the performance evaluation by the employer and self-confidence and initiative has a high degree of positive relationship (0.468). The correlation between the
variables of performance appraisal has done without any bias and prejudice and objective and judicious evaluation has significant (0.363).

6. The correlation between active involvement and consultation of the worker in workers’ participation in management dimension and equal opportunity has given to them is highest correlation. It is positive and statistically significant ($r = 0.558$, $P < 0.001$). The correlation between smooth and cordial relations in WPM and active involvement and consultation is 0.387. The correlation between the smooth and cordial relations in WPM and equal opportunities have significant (0.378). The variables equal opportunities given in WPM and workers’ realization of responsibilities (-0.103), active involvement and consultation and realization of responsibilities (-0.015) are negative relationship and insignificant at 0.05 level.

7. The correlation between the extreme disciplinary action while handling the grievances and appropriate steps to enquire the grievances is high positive correlation (0.591). The other variable of handling grievances namely effective upward communication and adequate chances has given to them before
taking decision is also positive correlation (0.572). The correlation between the two variables of adequate chances has given to employees to explain their position before taking decision and extreme disciplinary action is 0.564, both the variables are positively correlated and significant.

8. The correlation between existence of willing co-operation and spontaneous co-operation and encouragement is provided by the workers of TNSTC is significant. (0.373). The correlation between spontaneous co-operation and encouragement given by the employer and Management approach towards employees and trade unions without any discrimination has positive correlation (0.304). The correlation between two variables are significant. The correlation between existence of willing co-operation by the employees and their union leaders from among the employees has least significant (0.008).

9. The correlation between adequate welfare measures and better welfare safety and health measures is provided by the TNSTC is positively correlated and statistically significant \( r = 0.516, P < .001 \). The correlation between better welfare, safety and health measures and adequate post retirement benefit is 0.472.
The correlation between this two variables are significant. The
correlation between adequate post retirement benefit and
adequate welfare measures was 0.335. This is least significant
among the various variables under welfare measures dimension.

10. The correlation between positive motivation factors handled by
the management and affectionate treatment has positively
correlated (0.581) and significant. The correlation between
positive motivation and sufficient safety measures is 0.568,
which has the positive correlation and significant. The
correlation between affectionate treatment and sufficient safety
measures is found to be .560, which has the positive correlation
and significant. The variables climate for healthy growth of
informal organization and affectionate treatment has least
correlated (0.236). There exists low degree of positive
relationship between the variables.

D. Inference from Factor Analysis

1. The variables such as (1) Extreme level in taking Disciplinary
Action against employees, (2) Wages and Incentives are not a
weapon used by the TNSTC for getting work (3) Training is
provided on sound basis (4) Equal Opportunities are given while
providing training to their employees (5) Prizes and Incentive
bonus are given to motivate their employees (6) Performance Appraisal is done without any bias and prejudice (7) Job security is given to all employees without any discrimination (8) Training is given to all employees on without any discrimination and bias (9) Workers’ Participation in Management is effectively functioned. The Nine combinations of variables accounted for 67.003 percent of the variance in the original 41 variables.

E. Inferences from Chi-square test

1. Drivers status in the union and nature of employment in TNSTC have significant influence on the recruitment and selection procedures. Whereas in the conductors’ category the nature of employment, qualification of the respondents, status in the union and experience of the respondents have a significant influence on the recruitment and selection procedures. In the case of technical staff age, nature of employment, status in the union and experience have a significant influence on the recruitment and selection procedures. In the case of clerical staff category, the personal factors like nature of employment and members’ status in union have significant influence on the recruitment and selection procedures.
2. Drivers’ age, experience, qualification, status in the union have a significant influence on their opinion on the training and development. Where as in the conductors’ category their age, experience, their status in the union, have a significant influence on their opinion on training and development. In the case of technical staff category, their experience and their status in the union have a significant role on their opinion. In the case of clerical staff category the personal factors like age, experience, nature of employment and status in the union have a significant influence on their opinion on the training and development.

3. Drivers’ experience, their qualification and union have a significant influence on their opinion on the promotion and transfer. Where as in conductors’ category the qualification of the respondents and their union have a significant influence on their opinion on the promotion and transfer. In the case of technical staff”, qualification of the respondents, membership and status in union and nature of employment have a significant role on their opinion. In the case of clerical staff” category the personal factors like age, qualification, nature of employment and membership in union have a significant influence on their opinion on the promotion and transfer.
4. Drivers’ age has a significant influence on their opinion on the wages and incentives. Where as in the conductors’ category their experience, their qualification, their union status, and their nature of employment have a significant influence on their opinion on the wages and incentives. In the case of technical staff category the only factor nature of employment has emerged as significance in opinion on wages and incentives. In the case of clerical staff category the personal factors like age, experience and status in the union have a significant influence on their opinion about the wages and incentives.

5. Drivers’ status in the union has a significant influence on the performance appraisal. Where as in conductors’ category the age of the respondents, status in the union and the nature of employment, have a significant influence on their opinion of HRM dimension of the performance appraisal. In the case of technical staff category, the experience of the respondents, qualification of the respondents and the nature of employment have a significant role on their opinion. In the case of clerical staff category the personal factors like age, qualification, nature of employment and membership in union have a significant influence on their opinion of the performance appraisal.
6. In the drivers’ category the personal factors like experience, qualification and status in the union have a significant influence on their opinion on the workers’ participation in management. Where as in the conductors’ category their qualification and their status in the union have a significant influence on their opinion on the workers’ participation in management. In the case of technical staff category the personal factors like qualification, status in the union have emerged as a significant in opinion on the workers’ participation in management. In the case of clerical staff categories the personal factor like age, experience, status in the union, nature of employment have a significant influence on their opinion on the workers’ participation in management.

7. In the drivers’ category the personal factors like experience, qualification, status in the union have a significant influence on their opinion on grievances handling. Where as in conductors’ category their status in the union and their nature of employment have a significant influence on their opinion on the grievances handling. In the case of technical staff category, the personal factors like experience, qualification, nature of employment and status in the union have emerged as significance in opinion on the grievance handling. In the case of clerical staff category the personal factors like age, experience,
status in the union and nature of employment have significant influence on their opinion on grievances handling.

8. In the drivers’ category the personal factors like experience, qualification, status in the union and nature of employment have significant influence on their opinion on management attitude towards the employees and trade union. Where as in conductors’ category their age, their experience, their qualification and status in the union have a significant influence on their opinion on management attitude towards the employees and trade union. In the case of technical staff category the personal factors like age, experience and their nature of employment have emerged as significance in opinion on management attitude towards the employees and trade union. In the case of clerical staff category the personal factors like experience, qualification, status in the union and nature of employment have a significant influence on the opinion on management attitude towards workers and union.

9. In the drivers’ category the personal factors like status in the union and nature of employment have significant influence on their opinion on the welfare measures. Where as in conductors’ category their education, their qualification, their status in the union and their nature of employment have significant influence on their opinion on the welfare measures. In the case
of technical staff category the personal factors like age of respondents, experience, qualification, nature of employment and status in the union have emerged as significance in opinion on the welfare measures. In the case of clerical staff category the personal factors like age, experience, qualification and status in the union have significant influence on their opinion on the welfare measures.

10. In the drivers’ category the personal factors like age and status in the union have a significant influence on their opinion on the motivational factors. Where as in conductors’ category their education, their qualification, their experience, their status in the union have a significant influence on their opinion on the motivational factors. In the case of technical staff category the personal factors like age of respondents, union they belong, nature of employment and status in the union have emerged as a significant in opinion on the welfare measures. In the case of clerical staff the personal factors like age, experience, qualification of the respondents, union they belong and status in the union have significant influence on their opinion on the motivational factors.
F. Inferences from Analysis of Variance / ANOVA

1. There was no significant relationship between the opinion of drivers on HRM practices and management attitude towards employees and trade unions (0.065) and recruitment and selection (0.056). There was significant relationship between the opinion on HRM practices and promotion and transfer, training and development, performance of appraisal, wages and incentives, workers participation in management, grievances handling, welfare measures and motivation.

2. There was no significant relationship between the opinion of conductors on HRM practices and training and development (0.071), welfare measures (0.226), and grievances handling (0.064). There was significant relationship between the opinion on HRM practices and recruitment and selection, promotion and transfer, performance appraisal, wages and incentives, workers participation in management and management attitude and motivation.

3. There was no significant relationship between the opinion of technical staff on HRM practices and recruitment and selection (0.342), management attitude (0.080), and motivation (0.071). There was significant relationship between the opinion on HRM practices and promotion and transfer, training and
development, performance appraisal, wages and incentives, workers participation in management, grievances handling and welfare measures.

4. There was no significant relationship between the opinion of clerical staff on HRM practices and promotion and transfer (0.407), wages and incentives (0.171), workers’ participation in management (0.068), management attitudes (0.248) and motivation(0.138). There was significant relationship between the opinion on HRM practices and recruitment and selection, training and development, performance appraisal, grievances handling and welfare measures.

G. Inferences from Multiple Regression

1. There is 48.8 percent of the variation in overall (dependent variable) general opinion on HRM practices followed in TNSTC. It can be explained from the 10 independent variables. Performance Appraisal, Training and Development, Wages and Incentives, Grievance Handling, Management Attitude toward Employee and Trade union were not the significant predictors in this model.

2. There is 66.5 percent of the variation in the drivers’ overall (dependent variable) general opinion on HRM practices followed in TNSTC. It can be explained from the 10
independent variables. Training and development, Wages and Incentives, Grievance Handling, Management Attitude towards Employees and Trade Unions and Recruitment and Selection were not the significant predictors in this model.

3. There is 64.4 percent of the variation in overall (dependent variable) general opinion of the conductors on HRM practices followed in TNSTC. It can be explained from the 10 independent variables. Recruitment and Selection, Promotion and Transfer, Grievance Handling, Motivational Factors, Welfare Measures, Management Attitude towards Employees and Trade Unions were not the significant predictors in this model.

4. There is 62.7 percent of the variation in overall (dependent variable) general opinion of the technical staff on HRM practices followed in TNSTC. It can be explained from the 10 independent variables. Recruitment and Selection, Performance Appraisal, Grievance Handling, Motivational factors, Training and Development and Wages and incentives were not the significant predictors in this model.

5. There is 72.8 percent of the variation in overall (dependent variable) general opinion of the clerical staff on HRM practices followed in TNSTC. It can be explained from the
10 independent variables. Recruitment and Selection, Training and Development, Promotion and Transfer, Welfare Measures, Workers’ Participation in Management, and Motivational Factors were not the significant predictors in this model.

5.2 SUGGESTIONS

The following suggestions are made to improve Human Resource Management practices in TNSTC Ltd. in different areas such as Recruitment and Selection, Training and Development, Performance Appraisal, Workers’ Participation in Management, Grievance Handling, Management’s attitude towards employees and Union, Welfare measures and Motivational factors.

1. In the case of recruitment and selection, more attention is to be made towards objective assessment of the skills of the employees. The skills of the employees should be evaluated without any bias and discrimination at the time of selection.

2. Even though most of the respondents were satisfied with the adequacy and impartiality of the training and development programmes, there is still some scope for improving the programmes. Further improvements should be made to increase the effectiveness of the training methods and it will
help to increase the employees’ contribution towards productivity.

3. It is suggested that the employees may be allowed to participate actively in the decision making process. Their views can be considered without any discrimination. The employees should be allowed to participate in management in such a way as to enables them to realise their responsibilities.

4. Periodical meetings may be arranged with representatives of the employees and the lower level management to redress the grievances of the employees at the bottom level. Upward communication system should be strengthened, the disciplinary actions should not be extreme. Increment cut should not be followed as a common practice. It may be taken as a last step. The officials may reconcile the interest of the employees as their own interest, without any bias.

5. Management attitude towards the unions should be improved. The influence of the political leaders should be reduced to a greater extent. More recognition should be given to the internal leaders.

6. It is suggested that the management should provide adequate post retirement benefits and different welfare facilities.
7. To improve the productivity of the employees, the management should provide sufficient safety measures and motivate the employees by providing more monetary and non-monetary benefits and recognise the achievement of the employees in a proper manner.

8. It may be suggested that the transport corporation may be converted into a Government Company in order to enjoy the benefits availed by the government employees.

9. The running staff may be provided with the buses in a good condition and with sufficient fuel. There should be positive and sympathetic approach of the officials towards the clerical staff. The technical staff may be supplied with adequate and modern tools and equipments. Conducive work environment may be created for the workers. These measures will motivate the employees to increase their contribution towards the improvement of the performance of the corporation.

5.3 CONCLUSION

The economic growth that India has witnessed over the last few years has resulted in rapidly rising transport needs. Simultaneously concerns are being raised about the sustainability of the transport factor in the country given a significant and rising share in emissions,
both global and local. A well developed transport system has positive implications for access to health care, education and other basic needs. In the case of passenger road transport, meeting mobility requirements efficiently and addressing environmental and developmental concerns requires a great attention to the efficient human resource management.

Human Resource Management practices followed in TNSTC Ltd., were found satisfactory. However this study reveals that seven demographic factors such as experience, status in the union, membership in the union and nature of employment and five human resource dimension viz. recruitment and selection, promotion and transfer, workers’ participation in management, welfare measures and motivational factors have significant influence on the human resource management practices in TNSTC Ltd. Therefore the corporation should focus more on the above aspects that influence the human resource management practices.