

CHAPTER 3

EFFECTIVENESS OF HUMAN RESOURCES MANAGEMENT IN TNSTC (MADURAI) LIMITED

3.1 Introduction

Management really means managing the human resources, because in every department, management is only the management of people. The managerial effectiveness and efficiency of any organization depends mainly on the effectiveness of human resources management. The Success of any organization including TNSTCs depends on the efficiency of its employees. The performance of employees in turn depends on the personnel policies and practices followed in the organization.

All TNSTCs in Tamil Nadu have common personnel policies. In this chapter, an attempt has been made to analyse and evaluate the human resource management policies and practices in TNSTC (Madurai) Ltd. For this purpose a survey has been conducted among 500 sample workers in TNSTC (Madurai) Ltd.

3.2 Human Resources Management Policies and Practices in TNSTC (Madurai) Ltd.

The personnel policies of TNSTC (Madurai) Ltd. are mainly based on the following guidelines:

- i) Common Service Rules for all TNSTCs framed by the Institute of Road Transport, Chennai.

ii) Amendments made to the existing rules and new rules framed in the latest settlement meeting between the management of TNSTCs and the representatives of central trade union federations.

iii) The provisions of Certified Standing Orders of TNSTC (Madurai) Ltd.

TNSTC's personnel policy consists of three broad areas such as personnel administration, labour welfare and industrial relations. The effectiveness of human resource management policies and practices in TNSTC (Madurai) Ltd. have been analysed in the following pages:

3.2.1 Staff Norms

The Institute of Road Transport, Chennai has prescribed the staff norms of 7.5 employees per bus. The details of staff norms for TNSTCs are given in Table 3.1.

TABLE 3.1
Staff Norms Per Bus

Sl.No.	Category	Number of employees
1.	Drivers	2.5
2.	Conductors	2.5
3.	Technical Staff	1.25
4.	Administrative staff	0.80
5.	Traffic Supervisors	0.15
6.	Technical Supervisors	0.15
7.	Contingent Staff	0.15
Total		7.5

Source: Service Rules of IRT, Chennai.

Eventhough the Institute of Road Transport (IRT) has prescribed staff norms of 7.5 per bus for TNSTCs in Tamil Nadu, there are variations in practice. Table 3.2 indicates the staff norms adopted in TNSTC (Madurai) Ltd. during the period under study.

TABLE 3.2

Staff Norms in TNSTC (Madurai) Ltd

S.No	Year 1	Number Of Employees 2	Number of Buses on Road 3	Staff Ratio 4 = (2/3)
1.	1997-98	23825	3549	6.71
2.	1998-99	25997	3551	7.32
3.	1999-00	25482	3536	7.20
4.	2000-01	25348	3520	7.20
5.	2001-02	24587	3484	7.06
6.	2002-03	23825	3504	6.80
7.	2003-04	23178	3482	6.66
8.	2004-05	22473	3539	6.35
9.	2005-06	21845	3538	6.17
10.	2006-07	21360	3708	5.76
11.	2007-08	23553	3955	5.96

Source: Annual Reports of TNSTC (Madurai) Ltd.

It is observed from Table 3.2, that the staff employed per bus in TNSTC (Madurai)Ltd. has varied between 5.76 and 7.32 per bus during the period from 1997-98 to 2007-08. Throughout the study period the number of staff employed per bus in TNSTC (Madurai) Ltd. has been lower than the norms prescribed by the Institute of Road Transport. When the number of persons employed per bus is lower than the norms prescribed, it implies that less number of people is employed than normal requirement. This leads to heavy work load to the existing employees. Table 3.3 shows the opinion of the respondents about the staff – norms followed in TNSTC (Madurai) Ltd.

TABLE 3.3

Opinion on Staff – Norms Followed

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Followed	17	27	130	174	34.0
Not Followed	27	52	247	326	66.0
Total	44	79	377	500	100

It is clear from Table 3.3, that according to 66 per cent of the respondents the staff norms are not followed in TNSTC (Madurai) Ltd. and 34 per cent have stated that the staff norms are followed. According to nearly two-thirds of the

respondents, the staff norms prescribed by the IRT are not followed in TNSTC (Madurai) Ltd.

3.2.2 Recruitment and Selection

All appointments in managerial, supervisory and working groups are made by direct recruitment from the candidates sponsored by the employment exchange. However if a permanent employee dies in harness leaving the family in destitute condition, a member of his family is appointed without reference to the employment exchange.

TNSTC (Madurai) Ltd. also makes direct recruitment through advertisement in the news papers whenever the employment exchange is not able to sponsor suitable candidates. Whenever permanent employees of TNSTC (Madurai) Ltd. possessing the required qualification apply for higher posts meant for direct recruitment, they are considered without reference to employment exchange.

The minimum age limit for appointment in TNSTCs is 18 years. In the case of candidates who are selected from open competition, the upper age limit is 30 years. But it is 33 years for backward class and 40 years for scheduled caste and scheduled tribe candidates. For ex-service men the upper age limit is 45 years. If the ex-service men belong to backward class or scheduled caste and scheduled tribe categories, the upper age limit is relaxed upto 50 years. The principle of reservation is followed in TNSTC (Madurai) Ltd. for weaker sections of the community in direct recruitment. For scheduled caste and scheduled tribe communities 18 per cent is reserved.

Selection of Employees

The workers in TNSTC (Madurai) Ltd. are selected on the basis of both written and oral tests. It is interesting to know the opinion of the respondents in this respect. Table 3.4 reveals the opinion of the respondents about the selection practices in TNSTC (Madurai) Ltd.

TABLE 3.4

Opinion on Selection Practices in TNSTC (Madurai) Ltd.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Fair	16	33	159	208	41.6
Unfair	28	46	218	292	58.4
Total	44	79	377	500	100.0

It is understood from Table 3.4, that according to 58.4 per cent of the respondents, the selection practices in TNSTC (Madurai) Ltd. are not fair and 41.6 per cent have stated that the selection practices are fair. It is concluded that according to majority of the respondents the selection practices in TNSTC (Madurai) Ltd. are not fair. This is largely due to undue political influence.

3.2.3 Training

In TNSTCs training programme consists of:

- I. Training Before the Appointment
- II. Training After the Appointment.

Training before Appointment

Apprenticeship is a system by which TNSTCs undertake by contract to train a person systematically during a specified period. Trade apprentices should have undergone institutional training in a school or other institutions affiliated or recognized by state board of technical education. Related instruction classes are held in TNSTCs for the benefit of trade apprentices. National Apprentice Certificate (NAC) is issued on the satisfactory completion of training. In the case of technical departments, the candidates who possess the national apprentice certificates alone are appointed initially on daily wages. In respect of administration section, commercial apprenticeship period has been fixed as one year. After completion of apprenticeship, the IRT is conducting the examination. Those candidates who possess the commercial apprentice pass certificates alone are appointed in the administration section initially on daily wages.

For appointment in Traffic section, drivers and conductors need not produce any apprenticeship certificate before appointment. But, they should get driving and conductor licenses after undergoing the formal training. The licensed drivers and conductors alone are appointed on daily wages by TNSTC (Madurai) Ltd.

Training after Appointment

TNSTCs give training to all the drivers after their appointment. Drivers are given training to save the diesel, tyre and for accident-free driving. The conductors are also given training in first aid and in minor motor mechanism. Refresher courses and trainings are conducted to the technical staff for their development, depending upon the requirement. Employees of administration department are also given training in using computers for their day-to-day office

work. Table 3.5 shows the number of respondents trained in TNSTC (Madurai) Ltd. after their appointment.

TABLE 3.5

Number of Respondents who Got Training in TNSTC (Madurai) Ltd.

Particulars	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Training Provided	--	16	232	248	49.6
Training not provided	44	63	145	252	50.4
Total	44	79	377	500	100.0

It is observed from Table 3.5 that 49.6 per cent of the respondents have got training after their appointment and those who have not got training amount to 50.4 per cent. All the respondents from administration department are not given training. Training is not provided to the majority of the employees in TNSTC (Madurai) Ltd.

Opinion Regarding the Training Given

Eventhough TNSTC (Madurai) Ltd., gives training to its employees on need basis, it is interesting to know the opinion of the respondents about the adequacy of training provided in TNSTC (Madurai) Ltd. Table 3.6 reveals the opinion of the respondents who got training about its adequacy.

TABLE 3.6**Opinion about Adequacy of Training Given in TNSTC (Madurai) Ltd.**

Opinion	Classification of Respondents			
	Technical	Traffic	Total	(%)
Adequate	--	175	175	70.6
Inadequate	16	52	68	27.4
No opinion	--	5	5	2.0
Total	16	232	248	100.0

Among the 500 samples surveyed, only 248 got training (Table 3.5). It is evident from Table 3.6, that according to 70.6 per cent of the respondents, the training given is adequate and it is inadequate for 27.4 per cent of the respondents. Respondents who have no opinion about training provided amount to two per cent. According to more than two-thirds of the respondents, the training given to the employees in TNSTC (Madurai) Ltd. is adequate.

3.2.4 Transfers

The management of TNSTCs has powers to transfer their employees from one post to another within the organization concerned. Inter-corporation transfers are also allowed on written request of the employees. Workers think that the transfer is also used as a weapon to punish the workers. Table 3.7 shows the opinion of the respondents about the fairness of transfer practices in TNSTC (Madurai) Ltd.

TABLE 3.7**Opinion about Transfer Practices in TNSTC (Madurai) Ltd.**

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Fair	16	28	139	183	36.6
Unfair	28	51	238	317	63.4
Total	44	79	377	500	100.0

It is understood from Table 3.7 that according to 36.6 per cent of the respondents, transfer practices in TNSTC (Madurai) Ltd. are fair and those who feel that the transfer practices are unfair amount to 63.4 per cent. According to nearly two-thirds of the respondents, the transfer practices in TNSTC (Madurai) Ltd. are unfair.

3.2.5 Evaluation of Employees Performance

The performance of employees is assessed by collecting information in a prescribed form called “Performance Review Check Sheet”. On the basis of information given, each employee is assessed by the reporting authority with remarks such as ‘very good’, ‘good’, ‘satisfactory’, ‘below average’, and ‘poor’. Each employee is assessed with their various attributes.

In every organization, there should be opportunities to employees for elevation to a higher cadre. For this purpose, in TNSTC (Madurai) Ltd. the performance of employees is reviewed periodically to place them in the higher scale. The

elevation of employees to higher levels is not automatic. It is based on the performance of employees. The review is done by appropriate committee constituted for the purpose. The review is done once in three months, to review the employees who have completed six, eight and ten years of service at the first, second and third levels respectively. If the committee feels that the performance of an employee is not satisfactory, it recommends for postponement of review to the next quarter.

The performance of the employees is reviewed for the purpose of regularization of service, declaration of completion of probation and for promotion to the next higher cadre. It is interesting to know the opinion of the respondents about the fairness in the evaluation of performance of employees. Table 3.8 indicates the opinion of the respondents about the evaluation of performance of employees in TNSTC (Madurai) Ltd.

TABLE 3.8

**Opinion on the Evaluation of Performance of Employees in
TNSTC (Madurai) Ltd.**

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Fair	18	25	131	174	34.8
Unfair	26	54	246	326	65.2
Total	44	79	377	500	100.0

It is observed from Table 3.8, that 34.8 per cent of the respondents are of the opinion that the performance evaluation is fair and for 65.2 per cent it is unfair. It

is inferred that according to nearly two-thirds of the workers in TNSTC (Madurai) Ltd., the evaluation of performance of employees is unfair. It is unfair because the performance evaluation in TNSTC (Madurai) Ltd. is more of political exercise rather than managerial exercise.

3.2.6 Promotion

Promotion of employees to the next higher post is an incentive to the workers and it improves their morale. Promotion given to employees in TNSTC (Madurai) Ltd. is subject to the availability of vacancies, merit, seniority, ability, regularity, past performance and general suitability for the higher post. For promotion, passing of Institute of Road Transport test is compulsory to those employees who have joined in TNSTCs after 1st 1986. Eventhough the promotion policy is based on merit and seniority, it is interesting to know the opinion of the respondents about its practice in TNSTC (Madurai) Ltd. Table 3.9 shows the opinion of the respondents about the promotion practices in TNSTC (Madurai) Ltd.

TABLE 3.9

Opinion on Promotion Practices in TNSTC (Madurai) Ltd.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
No Partiality	7	37	187	231	46.2
Partiality	37	42	190	269	53.8
Total	44	79	377	500	100.0

It is clear from Table 3.9 that according to 46.2 per cent of the respondents, there is no partiality in giving promotion to the workers. But according to 53.8 per cent there is partiality in giving promotion. According to the majority of the respondents, there is partiality in giving promotion to the workers in TNSTC (Madurai) Ltd.

3.2.7 Wages and Allowances

The wages and allowances of the TNSTCs workers in Tamil Nadu are revised once in three years (earlier it was once in four years) at the wage settlement meeting held between labour unions and government. The revised pay scales of different categories of workers of TNSTCs with effect from 1.09.2007 are given in Table 3.10

TABLE 3.10**Scales of Pay for Workers in TNSTC (Madurai) Ltd.**

Sl.No.	Designation	Scale of Pay With effect From 01-09-2009 Rs.
1.	Sweeper/Office Attender/Scavenger	5285-90-8225
2.	Conductor/Helper/Record Clerk	5305-90-6025-100-8255
3.	Driver	5335-90-6055-100-8255
4.	Junior Assistant/Senior Conductor/Assistant Tradesmen	5435-115-8885
5.	Sr. Driver/Checking Inspector	5455-115-8905
6.	Selection Grade Conductor/Tradesment/Assistant	5505-115-6655-120-9055
7.	Selection Grade Driver	5525-115-6675-120-9075
8.	Special Grade Conductor/Senior Checking Inspectors/ Senior Tradesmen	5555-135-6500-145-9835
9.	Special Grade Driver	5575-135-6520-145-9855
10.	Sr. Assistant/ Special Grade Checking Inspector	5645-135-6590-145-9925
11.	Special Grade Senior Assistant	5665-180-6565-190-11315

Source: Wage settlement report of TNSTC

Allowances

In addition to basic pay, the employees are paid variable dearness allowance, house rent allowance, city compensatory allowance, rural allowance, hill allowance, washing allowance, health allowance and steering allowance.

Variable Dearness allowance

Variable dearness allowance is paid to the employees to neutralize the changes in the price level in the economy. It is calculated on a quarterly basis, after taking into consideration, increase or fall in the all India consumer price index. Dearness allowance is paid at the rate of rupees two per point of increase over and above 2945 points. Consumer Index value as on 01.10.2007. Minimum wage increment will be fixed Rs. 1,000.

Washing Allowance:

The washing allowance is payable only to those who are provided with uniforms and it is paid at Rs.60 per month to persons like drivers, conductors, peons, technicians and the like.

Steering Allowance

It is paid only to the drivers. The city bus drivers get minimum of three rupee and a maximum of five rupees and fifty paise for each duty. The mofussil and ghat bus drivers are paid between three rupees and twenty five paise and six rupees per duty depending upon the variation in the completion of schedule kilometers and excess kilometers operated.

Ball Point Pen Allowance

The conductors in TNSTC (Madurai) Ltd. are paid rupees seven per month as ball point pen allowance in addition to the salary.

Fixed Maintenance Allowance

Fixed maintenance allowance of rupee one is payable per duty to all technical workers for completion of their duty.

Night Duty Allowance

It is paid to workers who are on duty for a minimum of three hours at night between 7. P.M. and 7. A.M., in addition to the one free tea and bread. Night duty allowance is paid at the rate of rupees eleven per employee for each night duty. The checking inspectors are paid at the rate of eleven rupees and fifty paise per night duty.

Nigh Stay Allowance

If the employees of TNSTC (Madurai) Ltd. stay out of station during night time, they are paid night stay allowance in the following manner. They are:

- a) paid Rs.9.00 if the corporation rest room is available in , and Rs.10.00 if there is no rest room (stayed in Tamil Nadu and Pandicherry)
- b) paid Rs.10.50 if the corporation rest room is available in , and Rs.11.50 if there is no rest room (stayed in other than Tamil Nadu and Pandicherry)
- c) paid Rs.10.50 if the corporation rest room is available in , and Rs.11.50 if there is no rest room (stayed in hill station).

Health Allowance

The health allowance is paid to the employees at the rate of four per cent on basic plus dearness allowance subject to a minimum of Rs.100/- per month.

Opinion about Rate of Wages and Salaries

The TNSTCs in Tamil Nadu are paying better wages and allowances to their workers than the private transport operators. Table 3.11 shows the opinion of the respondents about the rate of wages and allowance paid in TNSTC (Madurai) Ltd.

TABLE 3.11

Opinion about the Rate of Wages and Allowance Paid

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Adequate	26	47	227	300	60.0
Inadequate	18	27	145	190	38.0
No Opinion	--	5	5	10	2.0
Total	44	79	377	500	100.0

It is evident from Table 3.11 that according to 60 per cent of the respondents, the rate of wages and allowances paid TNSTC (Madurai) Ltd. is adequate and for 38 per cent it is in adequate. The respondents who have no opinion about the rate of wages and allowances paid, amount to two per cent. It is inferred that according to nearly two-thirds of the respondents, the rates of wages and allowances paid to the workers in TNSTC (Madurai) Ltd. are adequate.

3.2.8 Incentive Scheme

Wage incentive schemes are formulated to help the workers to earn additional wages by increasing the productivity. The incentives are paid according to the performance of employees.

The incentive scheme for administrative workers is called “Special Allowance”. Incentive given to technical staff is called “Maintenance Allowance” and for traffic staff it is called “Collection Bata”. The incentives given to both the administrative and technical staff are based on the following three norms:

- a) Maximum kilometer efficiency
- b) Maximum earning per kilometer and
- c) Minimum maintenance cost.

If the above three targets are achieved, the incentives are paid according to the efficiency. A Portion of the gross revenue of TNSTC (Madurai) Ltd. is earmarked for incentive payment. Out of this amount, 75 per cent is paid to the technical staff and 25 per cent is paid to the administrative staff.

The drivers and conductors of TNSTC (Madurai) Ltd. are paid collection bata on the basis of daily collection at the rate of rupees two for every 100 rupees collected as fares. They are also paid fixed bata of rupees two per duty in addition to the collection bata. The collection bata is shared by the drivers and conductors equally. The checking inspectors are paid incentive allowance based on the average collection bata paid to drivers and conductors, with a minimum of four rupees and fifty paise per day.

Opinion on Incentive Scheme

Table 3.12 shows the opinion of the respondents about the incentive scheme in TNSTC (Madurai) Ltd.

TABLE 3.12

Opinion about the Incentive Schemes in TNSTC (Madurai) Ltd.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Beneficial	37	73	276	386	77.2
Not Beneficial	7	6	101	114	22.8
Total	44	79	377	500	100.0

It is understood from Table 3.12 that according to 77.2 per cent of the respondents, the incentive schemes in TNSTC (Madurai) Ltd. are beneficial to the workers and for 22.8 per cent, it is not beneficial to the workers. According to more than three-fourths of the respondents, the incentive schemes in TNSTC (Madurai) Ltd. are beneficial to the workers.

3.2.9 Industrial Relations

Public utility services being essential services, industrial peace in these establishments is of vital importance. Industrial relations in TNSTCs become important because the disturbed industrial peace would disrupt normal public life. Industrial relations have two dominant aspects, namely co-operation and conflict. In the absence of co-operation between the employer and employees or if there is

a conflict between the employer and employees, the relationship is broken. The conflicts are settled by two methods namely, bipartite negotiation and tripartite settlement between unions and managements.

Some of the conflict-preventing measures followed in TNSTC (Madurai) Ltd. are discussed in the following pages.

Standing Orders

In order to ensure discipline among the employees of TNSTCs, certified standing orders were issued in June, 1978. The standing orders act as a code of conduct for the employees. The standing orders regulate the conditions of employment, grievances, misconduct, disciplinary action and the like. Table 3.13 reveals the opinion of the respondents about the awareness of the standing orders in TNSTC (Madurai) Ltd.

TABLE 3.13

Awareness of the Standing Orders of TNSTC (Madurai) Ltd.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Aware	13	10	42	65	13.0
Not Aware	31	69	335	435	87.0
Total	44	79	377	500	100.0

It is observed from Table 3.13, that only 13 per cent of the respondents are aware of the standing orders and 87 per cent is not aware of standing orders. It is inferred that more than three-fourths of the workers in TNSTC (Madurai) Ltd., are not aware of the standing orders and its provisions. This is due to the fact that the workers in TNSTC (Madurai) Ltd. are not served with the copies of the standing orders.

Redressal of Grievances

Grievances of workers include complaints affecting individual employees on payment of wages, leave rules implementation, unfair transfers, unfair promotions, inadequate working conditions, denial of welfare facility, heavy work assigned and the like. To ensure good industrial relations in the organization, the management should try to solve the genuine problems of the employees within a reasonable time.

In order to solve the grievances, in the first stage, an employee has to present his grievance briefly in writing in duplicate in the form prescribed to his superior officer not below the rank of assistant manager.

In the second stage, if the employee is not satisfied with the decision of the officer concerned or no reply is received within five days from the date of grievance represented, he can present his grievance in writing in the prescribed form to the officer in charge for the grievances.

If the officer in charge fails to give a decision in writing within fifteen days, or if the employee concerned is not satisfied with the decision given by the officer in charge, he can represent the matter to the Managing Director in the prescribed

form with all the facts with a copy to the officer in charge for grievances. The Managing Director will give his decision within thirty days from the date of receipt of grievance. The Personnel Manager reviews the grievances received once in six months and takes action to prevent the recurrence of such grievances.

Opinion on Grievances Redressed

Even though the Management of TNSTC (Madurai) Ltd. is sympathetic to the legitimate grievances of the employees and tries to redress them in time, it is interesting to know the opinion of the respondents about the redressal of grievances. Table 3.14 reveals the opinion of the respondents about the time taken for redressal of grievances.

TABLE 3.14

Opinion of Time taken for Redressal of Grievances

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Quick Action	12	21	97	130	26.0
Delayed Action	32	58	280	370	74.0
Total	44	79	377	500	100.0

It is evident from Table 3.14, that according to 26 per cent of the respondents, in TNSTC (Madurai) Ltd., the grievances are redressed in time. There is delay in redressing the grievances according to 74 per cent of the respondents. It is

inferred that according to nearly three-fourth of the respondents, the grievances of the employees in TNSTC (Madurai) Ltd. are not redressed in time and there is delay in redressing them.

Opinion on Relationship with Supervisors

In order to motivate the workers, the supervisors have to maintain cordial relationship with their subordinates. Table 3.15 Shows the opinion of the respondents about their relationship with the supervisors.

TABLE 3.15

Opinion on Workers' Relationship with Supervisors

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Helpful	19	32	138	189	37.8
Not Helpful	25	47	239	311	62.2
Total	44	79	377	500	100.0

It is inferred from Table 3.15, that according to 37.8 per cent of the respondents, the supervisors are helpful and for 62.2 per cent, the supervisors are not helpful to the workers in discharging their duties. It is inferred that according to nearly two-thirds of the respondents, the supervisors in TNSTC (Madurai) Ltd. are not helpful to the workers in discharging their duties.

Implementation of the Settlement Provisions

Collective bargaining is a mechanism for wage settlement. All aspects of workers compensation and working conditions are brought under mutual settlement between workers and managements of TNSSTCs.

The management of every TNSSTC has to implement the entire provisions of the latest settlement. Table 3.16 reveals the opinion of the respondents about the full implementation of the settlement made between workers and management.

TABLE 3.16

Opinion on Implementation of the Settlement Provisions

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Implemented Totally	21	37	172	230	46.0
Not implemented	23	42	205	270	54.0
Total	44	79	377	500	100.0

It is evident from Table 3.16, that according to 46 per cent of the respondents, the settlement provisions are fully implemented and 54 per cent of the respondents have stated that they are not fully implemented in TNSSTC (Madurai) Ltd. It is inferred that according to majority of the respondents, the TNSSTC (Madurai) Ltd. management is not implementing all the provisions of the settlement reached between workers and management.

Implementation of Labour Laws

Transport industry is one, where many number of labour legislations are applicable such as Motor Transport Workers Act, Factories Act, Industrial Disputes Act, Workmen's Compensation Act, Minimum Wages Act, Employees State Insurance Act, Provident Fund Act, Gratuity Act, Bonus Act, Industrial Employment Standing Orders Act, Trade Union Act and Shops and Establishments Act.

The rights, privileges and protection provided to the labourers through these acts will help them only when the enforcement and implementation agencies enforce them. Table 3.17 indicates the opinion of the respondents about the implementation of the various labour laws in TNSTC (Madurai) Ltd.

TABLE 3.17

Opinion on Implementation of Various Labour Laws

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Implemented Totally	22	38	187	247	49.4
Not implemented	22	41	190	253	50.6
Total	44	79	377	500	100.0

It is clear from Table 3.17, that according to 49.4 per cent of the respondents, the provisions of the various labour laws are fully implemented. They are not

fully implemented in TNSTC (Madurai) Ltd. as far as 50.6 per cent of the respondents are concerned. According to the majority of the respondents, management of TNSTC (Madurai) Ltd. is not implementing all the provisions of the various labour laws.

Recognition of Trade Unions

Recognition of Trade unions is necessary to deal with them on matters connected with workers. According to the Trade Unions Act, 1926, the management should recognize the trade unions on the basis of the numerical strength of its members. When there is more than one union in an organization, the union claiming recognition should have at least 15 per cent of the total workers in the establishment as members.

The recognition of trade unions by the management of TNSTC has two features, namely,

1. Recognition for the purposes of periodical wage settlement and
2. Recognition for the purposes of running the organization on a day-to-day basis. For the day-to-day affairs, the management of TNSTC (Madurai) Ltd. is always adopting a policy of maintaining sound relationship with the unions affiliated to the ruling party of the state government.

The tripartite wage settlement is made against the common charter of demands represented by the trade unions once in three years. All the major trade union federations' leaders and all the managing directors of the transport corporations in Tamil Nadu participate in the talks. The talks are held in the presence of the state transport minister. At the end of the negotiation, settlement is confirmed under

section 17(3) of the Industrial Disputes Act.1947, to which all the trade union federations and managing directors of TNSTCs are signatories along with the commissioner of labour.

Opinion on Recognition of Trade unions by Management

Table 3.18 depicts the opinion of the respondents about the recognition of trade unions by the management for making negotiations on issues concerning labour.

TABLE 3.18

Opinion about the Trade Union Recognition in TNSTC (Madurai)Ltd.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Recognising	40	72	342	454	90.8
Not-Recognising	4	7	35	46	9.2
Total	44	79	377	500	100.0

It is understood from Table 3.18, that according to 90.8 per cent of the respondents, the management recognizes all the trade unions to negotiate the labour issues in TNSTC (Madurai) Ltd. But, only 9.2 per cent have stated that the trade unions are not recognized in TNSTC (Madurai) Ltd. According to 90.8 per cent of the respondents, the management recognizes the trade unions in TNSTC (Madurai) Ltd.

Workers' Participation in Management

Worker's participation is a method, through which workers are able to express their views about the functioning of the enterprise. Being a public sector organization TNSSTC (Madurai) Ltd. is expected to encourage the workers' participation in management. Table 3.19 indicates the opinion of the respondents about the encouragement for workers' participation in the management of TNSSTC (Madurai) Ltd.

TABLE 3.19
Opinion about Encouragements for Worker's Participation
in the Management

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Encouraging	19	35	164	218	43.6
Not Encouraging	25	44	213	282	56.4
Total	44	79	377	500	100.0

It is clear from table 3.19, that according to 43.6 per cent of the respondents, the management of TNSSTC (Madurai) Ltd. is encouraging the worker's participation in management. But 56.4 per cent have stated that the management of TNSSTC (Madurai) Ltd. does not encourage the workers' participation in management. According to majority of the respondents, the management of TNSSTC (Madurai) Ltd. is not encouraging the workers' participation in management.

3.2.10 Welfare Measures

Statutory welfare measures which are made obligatory on the part of the TNSTCs to provide as per the statute are called statutory welfare measures. Statutory welfare measures are provided with a view to maintain a minimum standard of health, safety and the like of the workers. Certain welfare measures provided by the TNSTC are non statutory. Welfare measures such as canteen, medical facilities, uniform facilities, family bus pass, accident free awards, retirement benefits and the like discussed in the following pages:

Canteen

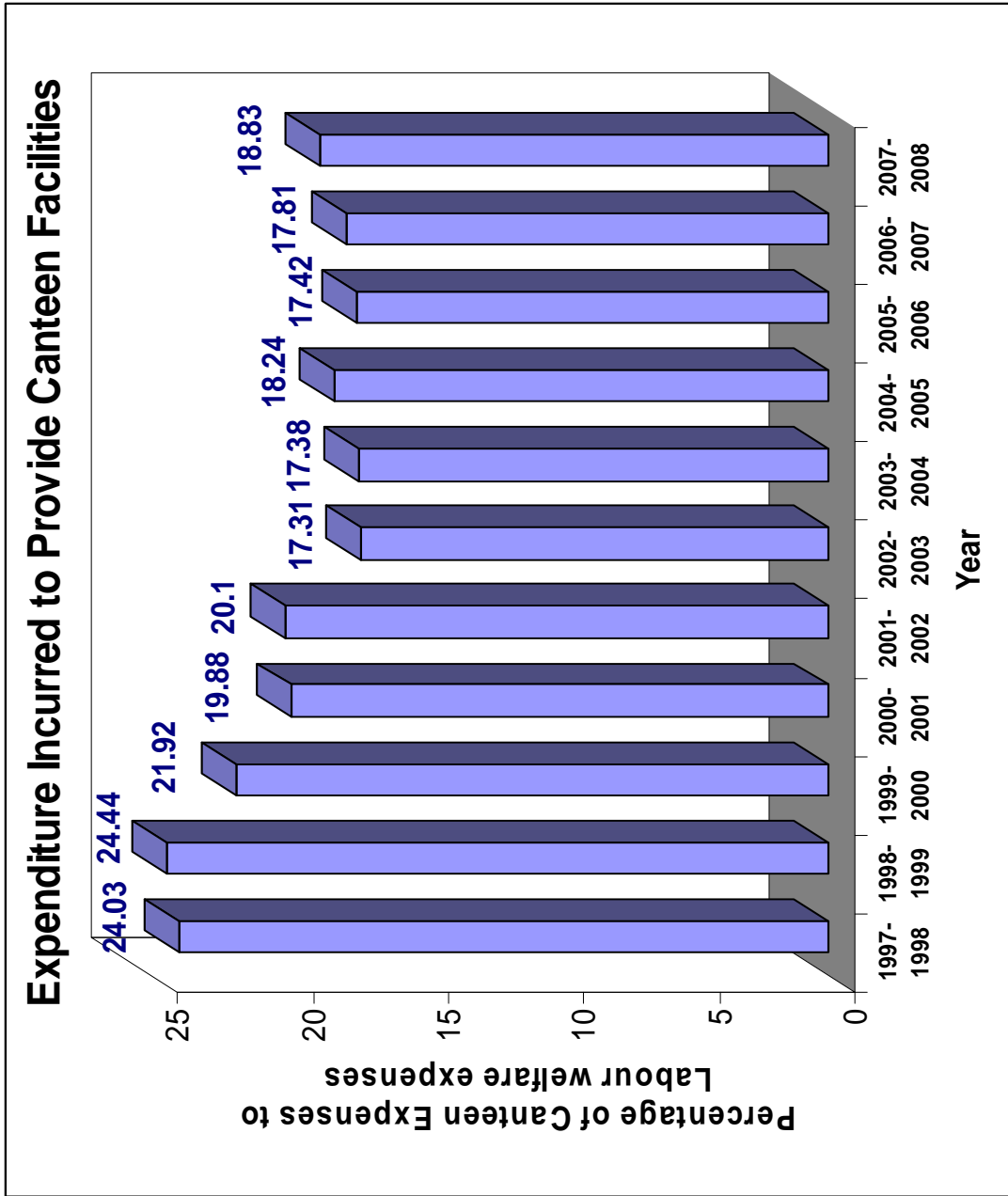
Canteen facility is available in all the branches of TNSTC (Madurai) Ltd. The canteen provides food stuff and drinks at subsidized rates to the workers. The loss incurred on sale of food stuff and drinks at subsidised rates is met by the TNSTC (Madurai) Ltd.

TABLE 3.20
Expenditure Incurred to Provide Canteen Facilities

Year	Canteen expenditure	Total welfare expenses	Percentage of Canteen Expenses to Labour welfare expenses
1997-98	30647692	127556331	24.03
1998-99	35866850	146749101	24.44
1999-00	32483657	148196464	21.92
2000-01	29538290	148578651	19.88
2001-02	29253859	145541816	20.10
2002-03	26829903	155006993	17.31
2003-04	26296338	151294912	17.38
2004-05	25201831	138127560	18.24
2005-06	25951986	148927954	17.42
2006-07	27566021	154788626	17.81
2007-08	31238986	165899701	18.83

Source: Annual Reports of TNSTC (Madurai) ltd.

Figure 3.1



Opinion on Canteen Facilities

It is interesting to know the opinion of the respondents about the quality of food supplied in TNSTC (Madurai) Ltd. canteens. Table 3.21 shows the opinion of the respondents about the quality of food in TNSTC (Madurai) Ltd. canteens.

TABLE 3.21

Opinion about the Quality of Food in Canteen

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Good	13	26	101	140	28
Bad	9	19	70	98	19.6
Moderate	22	34	206	262	52.4
Total	44	79	377	500	100.0

It is evident from Table 3.21, that according to 52.4 per cent of the respondents, the quality of food served in TNSTC (Madurai) Ltd. canteen is moderate. The respondents who have stated that the quality of food as good amount to 28 per cent and 19.6 per cent have stated that the quality of food is bad in TNSTC (Madurai) Ltd. canteens. According to the majority of the respondents, the quality of food in TNSTC (Madurai) Ltd. canteen is moderate.

Medical Facilities

The Transport workers who were employed in TNSSTCs in Tamil Nadu are eligible to use the corporations' dispensaries and all the employees are given cards to get free medical treatment at government hospitals.

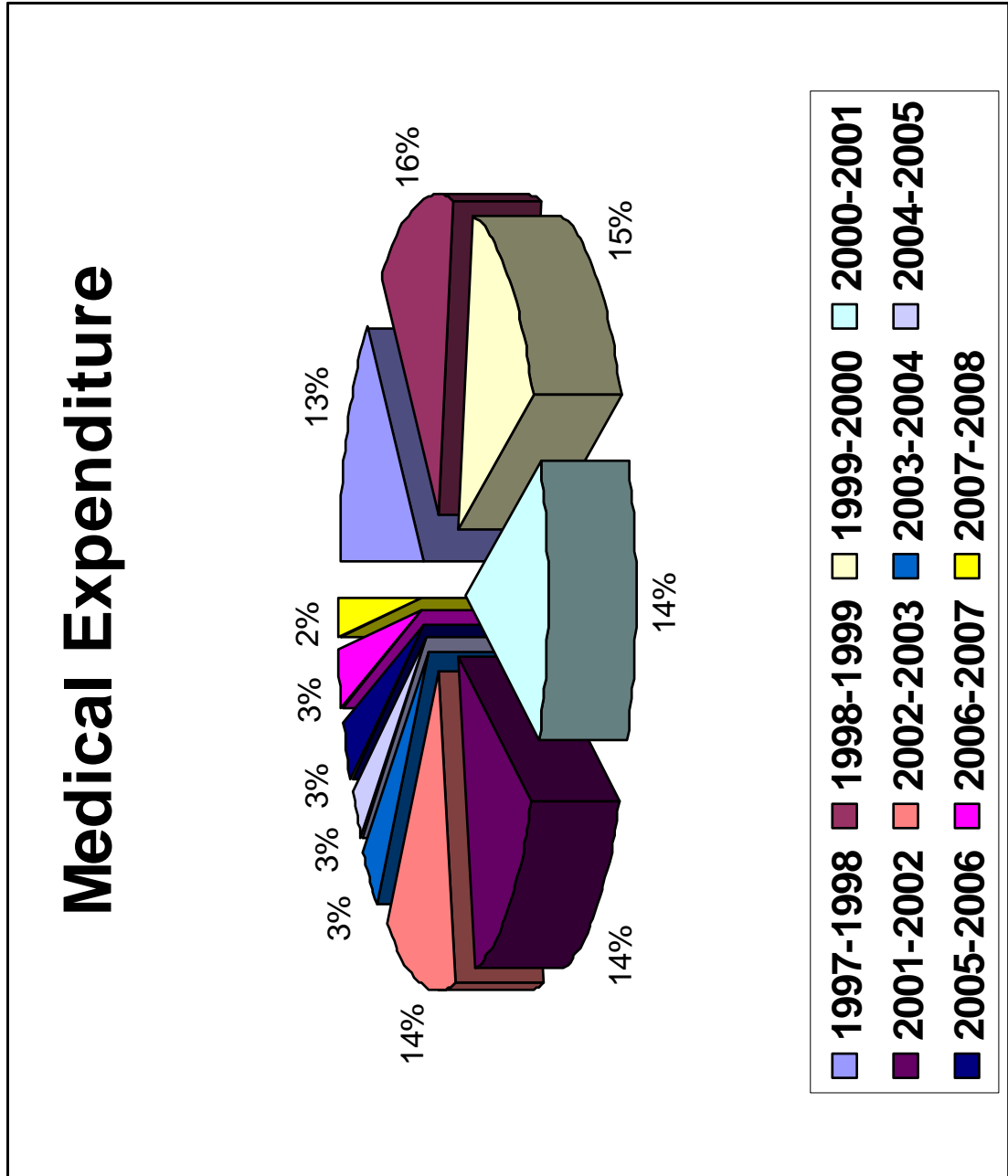
Special medical leave with full pay for the first three months and with half pay for nine more months is allowed to the employees who are suffering from cancer, tuberculosis, leprosy, or paralytic attack or to those who have undergone heart surgery or kidney surgery. In respect of female employees who have undergone surgery for removal of uterus are allowed special medical leave for three months with full pay and next three months with half pay. Injury leave is granted to those employees who get injury due to accidents while on duty and admitted as in-patients in Government hospitals. Injury leave is a special leave allowed with full pay for the first six months and with half pay for the next 18 months.

TABLE 3.22**Expenses Incurred by providing Medical Facilities (Rs. In lakhs)**

Year	Medical expenditure	Total welfare expenses	Percentage of Medical Expenses to Labour welfare expenses
97-98	17772492	127556331	13.93
98-99	20315468	146749101	13.84
99-00	20127265	148196464	13.58
00-01	19615340	148578651	13.20
2001-02	18870463	145541816	12.96
2002-03	19442335	155006993	12.54
2003-04	4683660	151294912	3.09
2004-05	3850673	138127560	2.79
2005-06	3996521	148927954	2.68
2006-07	4073983	154788626	2.63
2007-08	2812412	165899701	1.67

Source: Annual Reports of TNSTC (Madurai) Ltd.

Figure 3.2



Utilisation of Hospitals

All the workers are not allowed to utilize the dispensaries. Table 3.23 indicates the number of respondents using dispensaries for the treatment.

TABLE 3.23

Number of Respondents using TNSTC'S Hospital

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Utilised	18	30	150	198	39.6
Not Utilised	26	49	227	302	60.4
Total	44	79	377	500	100.0

It is understood from Table 3.23 that only 39.6 per cent of the respondents have utilized the TNSTC hospital for treatment and 60.4 per cent have not utilized the TNSTC hospital for their treatment. It is concluded that nearly two-thirds of the respondents are not using the TNSTC hospitals because they don't prefer these hospitals.

Even though the TNSTC hospitals are utilized by only one-third of the workers' it is interesting to know the opinion of the respondents about the medical facilities provided in the hospitals. Table 3.24 reveals the opinion of the respondents about the medical facilities provided in TNSTC hospitals.

TABLE 3.24**Opinion on Medical Facilities Provided in TNSTC Hospitals**

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Adequate	3	5	19	27	13.6
Inadequate	10	17	89	116	58.6
Moderate	5	8	42	55	27.8
Total	18	30	150	198	100.0

It is observed from Table 3.24, that according to 13.6 per cent of the respondents, the medical facilities in hospitals are adequate. According to 58.6 per cent of the respondents medical facilities are inadequate in hospitals but 27.8 per cent have stated that medical facilities are moderate. According to the majority of the respondents, medical facilities in TNSTC hospital are inadequate.

Supply of Uniforms

All eligible male employees are supplied with two sets of terry cotton uniform cloth and all eligible female employees are supplied with three cotton sarees or two polyester sarees and three polyester blouse pieces per year. The stitching charges for uniforms are paid to male employees at Rs.160/- per set and to female employees at Rs.100/- per set per year.

The line and technical staff who have got the second review are supplied with light and dark blue terry cotton cloth instead of khaki cloth. The office attenders are provided with two sets of white terry cotton uniforms along with stitching charges. The traffic inspector and checking inspectors are supplied with one rain coat and cap once in five years. The workers employed at hill stations are supplied with woolen sweaters. The drivers are supplied with one pair of shoes and two pairs of socks once in a year. Every year the sweepers, scavengers and office attenders are supplied with one pair of chapels.

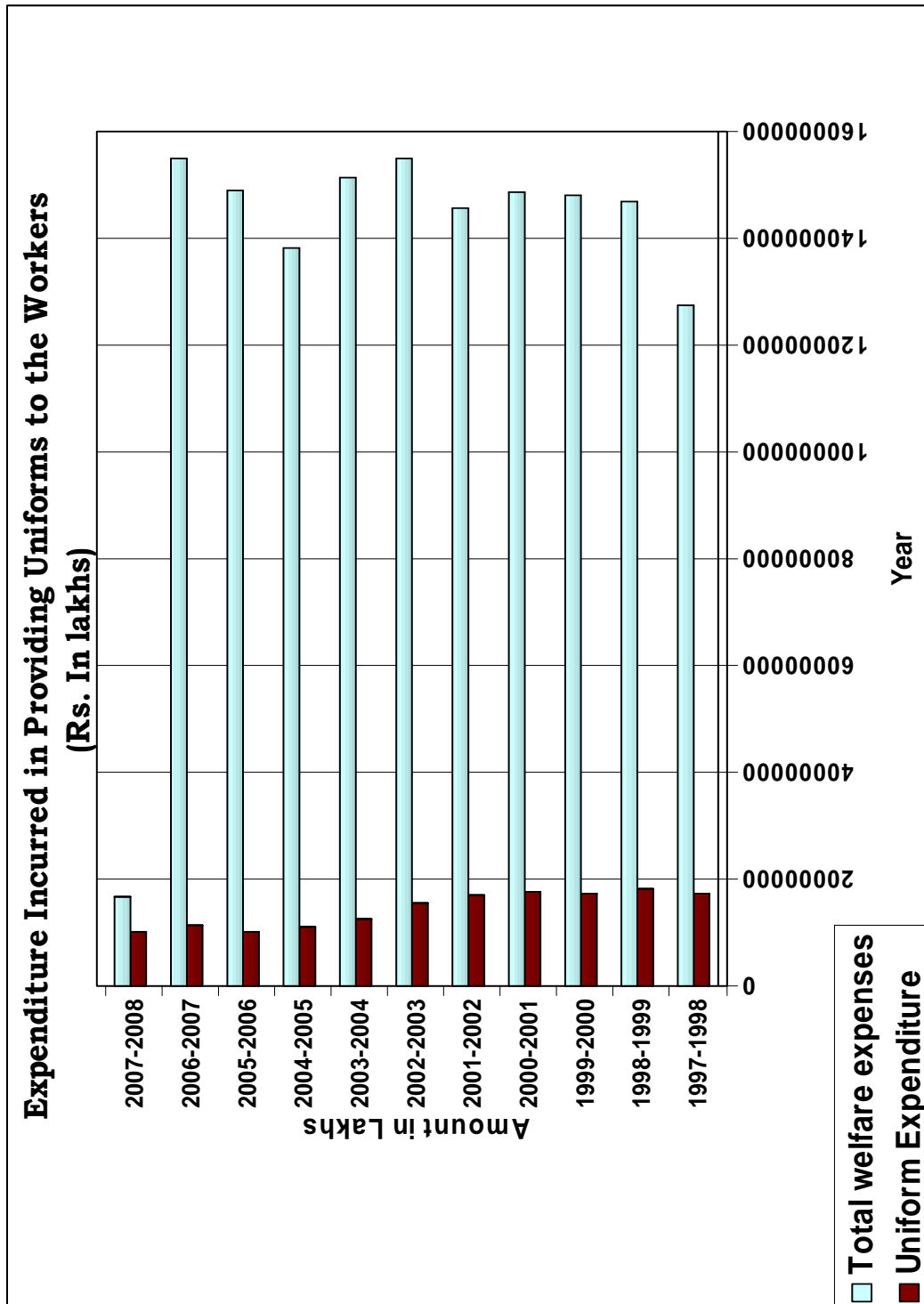
Table 3.25

**Expenditure Incurred in Providing Uniforms to the Workers
(In Rupees)**

Year	Uniform expenditure	Total welfare expenses	Percentage of Uniform Expenses to Labour welfare expenses
1997-98	17373286	127556331	13.62
1998-99	18176877	146749101	12.39
1999-00	17405157	148196464	11.74
2000-01	17749315	148578651	11.95
2001-02	17002797	145541816	11.68
2002-03	15473444	155006993	9.98
2003-04	12546232	151294912	8.29
2004-05	11116453	138127560	8.05
2005-06	10061933	148927954	6.76
2006-07	11375737	154788626	7.35
2007-08	10061933	165899701	6.32

Source: Annual Reports TNSTC (Madurai) Ltd.

Figure 3.3



Opinion on Uniforms Supplied

It is interesting to know the opinion of the respondents about the supply of uniforms. Table 3.26 reveals the opinion of the respondents about the supply of uniforms.

TABLE 3.26

Opinion about the Uniforms Supplied

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Adequate	11	58	268	337	67.4
Inadequate	--	15	104	119	23.8
No Opinion	33	6	5	44	8.8
Total	44	79	377	500	100.0

It is understood from Table 3.26 that according to 67.4 per cent of the respondents, the uniforms supplied in TNSSTC (Madurai) Ltd. are adequate. But 23.8 per cent have stated that the uniforms supplied are inadequate and 8.8 per cent have no opinion about it. According to more than two-thirds of the respondents, the uniforms supplied in TNSSTC (Madurai) Ltd. are adequate.

Family Bus Pass

In TNSTC (Madurai) Ltd., the family bus passes are provided to the employees every year and employees can choose any one of the following three schemes.

Scheme ‘A’: Under this scheme, an employee can travel along with the family members not exceeding six persons every year to places within Tamil Nadu in any TNSTC bus excluding super deluxe buses

Scheme ‘B’: Under this scheme, an employee can travel along with family members upto 4000 passenger kilometers in a year by any of the TNSTC buses excluding super deluxe buses to any place within or outside the state where TNSTC bus employees are also allowed to travel in super deluxe buses under schemes ‘A’ and ‘B’ if they pay the extra charge for super deluxe buses.

Scheme ‘C’: Under this scheme, an employee can travel along with family members only in the buses of TNSTC where he or she is employed/ It is restricted to twelve one-way passes in a year/ These passes are not valid for travel on buses running on routes of more than 250 kilometers.

Opinion on Family Bus Pass Facility

Table 3.27 shows the opinion of the respondents about the family bus passes to the employees.

TABLE 3.27**Opinion on Family Bus Passes to the Employees**

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Adequate	35	68	290	393	78.6
Inadequate	1	3	16	20	4.0
No Opinion	8	8	71	87	17.4
Total	44	79	377	500	100.0

It is understood from Table 3.27 that according to 78.6 per cent of the respondents, the family bus passes provided to the workers in TNSTC (Madurai) Ltd. are adequate. But four per cent have stated that they are inadequate and 17.4 percent have no opinion about it. According to more than three fourths of the respondents, the family bus passes provided in TNSTC (Madurai) Ltd. are adequate.

Accident Free Awards

The drivers are paid incentive awards for accident free driving. It is paid at the rate of Rs.250/- for the first accident free year and for the second, third, fourth and fifth consecutive accident free years at Rs.275/-, Rs.300/-, Rs.325/-, and Rs.350/- respectively.

For every consecutive year, beyond fifth year of accident free driving, an additional award is paid at Rs.150/- over and above Rs.350/- fixed for the fifth consecutive accident free year.

Retirement Benefits

a) Voluntary Retirement Scheme

A voluntary retirement scheme for the employees of TNSTC (Madurai) Ltd. is available to those employees who have completed 50 years of age and 20 years of service. In addition to the gratuity, the voluntarily retiring employees are paid a retirement compensation at the rate of Rs.12,500/- for every year of the remaining period of service subject to a maximum of Rs.1,00,000/-.

b) Retirement Benefit Scheme

A new scheme called “Tamil Nadu State Transport Corporation Employees Retirement Benefits Scheme” has been introduced with effect from 01-09-1992. Under this scheme, a separate trust is formed and the management contributes a sum of Rs.1000/- for every permanent employee in 40 equal instalments. Every permanent employee has to contribute to the trust a sum of Rs.50/- p.m. till his date of superannuation. Initially employees retiring from 01-09-1992 to 31-08-1997 will be paid Rs.300/- per month till death. In respect of employees retiring during every block of subsequent five years, every such employee will be paid Rs.450/- per month, Rs.600/- per month, Rs.750/- per month Rs.1000/- per month and Rs.1250/- per month respectively.

3.2.11 Overall Opinion on Welfare Facilities

Welfare facilities provided will have to motivate the workers for higher productivity, commitment and dedication to the organisation. Table 3.28 shows the opinion of the respondents about the effectiveness of welfare facilities in motivating the workers.

TABLE 3.28**Opinion on Effectiveness of Welfare Facilities in Motivating Workers**

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	(%)
Adequate	18	35	154	207	41.4
Inadequate	26	44	223	293	58.6
Total	44	79	377	500	100.0

It is observed from Table 3.28, that according to 58.6 per cent of the respondents, welfare facilities do not motivate the workers and 41.4 per cent have stated that welfare facilities are motivating the workers. According to majority of respondents (58.6%) the various welfare facilities provided in TNSTC (Madurai) Ltd. are not motivating the workers for better performance.

3.3 Evaluation of Human Resource Management Policies and Practices

To evaluate the Human Resource Management policies and practices in TNSTC (Madurai) Ltd. workers opinion survey results are used. The researcher has selected fifteen statements from the interview schedule. (Appendix- A)

Table 3.29 presents the 15 statements and respondents opinion about the human resource management policies and practices in TNSTC (Madurai) Ltd.

TABLE 3.29
Opinion about Personnel Policies and Practices

Sl.No.	Statement	Responds					
		Yes			No		
		Number	%	Rank	Number	%	Rank
1.	TNSTC Follows the prescribed staff- bus ratio	174	34	12	326	66	3
2.	Selection practice in TNSTC is fair	208	41.6	8	292	58.4	7
3.	Undergone training in TNSTC	248	49.6	3	252	50.4	12
4.	Transfer practice is fair	183	36.6	11	317	63.4	4
5.	Supervisors evaluate the employees performance properly	174	34.8	12	326	65.2	3
6.	Promotion is impartial in TNSTC	231	46.2	5	269	53.8	10
7.	Incentive scheme is beneficial to the workers	386	77.2	2	114	22.8	13
8.	Employees aware of the standing orders of TNSTC	65	13	14	435	87	1
9.	Employees grievance are redressed in time	130	26	13	370	74	2
10.	Supervisors are co-operative with the workers	189	37.8	10	311	62.2	5
11.	Management fully implements the settlement provisions	230	46	6	270	54	9
12.	Management fully implements the provisions of labour laws	247	49.4	4	253	50.6	11
13.	Management recognizes the trade union leaders	454	90.8	1	46	9.2	14
14.	Participative management is encouraged	218	43.6	7	282	56.4	8
15.	Welfare facilities motivates the workers in TNSTC	207	41.4	9	293	58.6	6
	Total	3344			4156		

Average (X)	44.53%	55.47%
Standard Variation	18.77%	18.77%
Co-efficient Variation	42.15%	33.84%

It is inferred from Table 3.29 that the average negative score (55.47%) is more than the average positive score (44.53%). The positive score in statement 7 and 13 show a higher trend. The negative score in statement 8 and 9 show a higher trend. The inter statement variation of workers' opinion is less in negative score (33.84%) When compared to the variation in positive score (42.15%)

3.4 Level of Workers Satisfaction towards Human Resource Management Practices

The success of any organisation depends on the effective utilisation and motivation of its human resources. One of the factors that motivate the workforce is the job satisfaction. Job satisfaction is the favorable attitude of an employee towards his job on the basis of the nature of work, personal experience, inter-relationship and fulfillment of personal needs. Managerial efficiency and effectiveness becomes possible only when the workers are highly motivated and satisfied towards their nature of work.

An organisation can not achieve its goals and targets, unless its workforce is satisfied with its job. Job satisfaction increases the productivity and ultimately the profitability of the organization.

Likert says that one can assess the human resources of an organisation by means of attitude surveys to determine the factors influencing satisfaction of the workers".

The satisfaction of the workers in TNSTC (Madurai) Ltd. towards human resources practices has been analysed on the basis of the following sixteen factors:

1. Work Allocation
2. Training and Development
3. Salary
4. Freedom in Job Performance
5. Job Security
6. Promotion Policy
7. Transfer Policy
8. Work Load
9. Labour Management Relationship
10. The Nature of Job
11. Leave Rules
12. Overtime Wages
13. Bonus
14. Retirement Benefits
15. Retaining the Workers Beyond Duty Hours.
16. Workers' Participation in Management.

The above mentioned job related factors have been given as positive and negative alternative statements in the interview schedule. The job satisfaction is measured by using a five point scale with scores as given below:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Positive Statement	5	4	3	2	1
Negative Statement	1	2	3	4	5

As per the above scoring pattern, the maximum score for an individual is 80 points and the minimum is 16 points. The job satisfaction score of each respondent is arrived at.

Hypothesis

There is significant difference among the three categories of workers and their level of job satisfaction towards all the sixteen job satisfaction related factors. The job satisfaction of the workers for each factor is discussed in the following pages:

3.4.1. Opinion on Work Allocation

Work allocation is one of the factors influencing job satisfaction of the workers. The workers are satisfied if the work is allocated to them according to their qualification and experience. Table 3.30 shows the opinion of the respondents about work allocation in TNSTC (Madurai) Ltd..

TABLE 3.30
Opinion on Work Allocation

Classification of Respondents	Opinion		
	Satisfied	Dissatisfaction	Total
Administration	31	13	44
Technical	58	21	79
Traffic	311	66	377
Total	400	100	500
Percentage	80	20	100

Chi-square value = 6.11 Table Value at 1% Level = 9.21

It is clear from Table 3.30 that 80 per cent of the respondents are satisfied and 20 per cent are dissatisfied with the work allocation in TNSTC (Madurai) Ltd. More than three-fourths of the workers are satisfied about the work allocation in TNSTC (Madurai) Ltd. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards work allocation in TNSTC (Madurai) Ltd.

3.4.2 Opinion on Training and Development

The human resources need periodical training to improve their knowledge and skill. It helps the organisation as well as the individual workers. Table 3.31 reveals the opinion of the respondents about their training and developmental programmes in TNSTC (Madurai) Ltd.

TABLE 3.31**Opinion on Training and Developmental Programmes**

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	33	6	5	44
Technical	59	12	10	79
Traffic	287	61	29	377
Total	379	79	42	500
Percentage	75.8	15.8	8.4	100

Chi-square value = 1.17 Table Value at 1% Level = 13.3

It is evident from Table 3.31 that 75.8 per cent of the respondents are satisfied and 8.4 per cent are dissatisfied about the training and development programmes in TNSTC (Madurai) Ltd. More than three-fourths of the respondents are satisfied about the training and development programmes for workers in TNSTC (Madurai) Ltd. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards training and development programmes given in TNSTC (Madurai) Ltd..

3.4.3 Opinion on Salary

Salary is an important determinant factor in job satisfaction. Higher the salary paid more will be the job satisfaction and vice versa for most of the workers. Table 3.32 shows the opinion of the respondents about their salary in TNSTC (Madurai) Ltd..

Table 3.32
Opinion on Salary Paid

Classification of Respondents	Opinion		
	Satisfied	Dissatisfaction	Total
Administration	41	3	44
Technical	75	4	79
Traffic	358	19	377
Total	474	26	500
Percentage	94.8	5.2	100

Chi-square value = 0.26 Table Value at 1% Level = 9.21

It is inferred from Table 3.32 that 94.8 per cent of the respondents are satisfied about the salary paid in TNSTC (Madurai) Ltd. and those who are dissatisfied amount to 5.2 per cent. More than three-fourths of the workers (94.8%) are satisfied about the salary paid in TNSTC (Madurai) Ltd. This is due to the fact that they are well paid when compared to small fleet owners. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as

administration, technical and traffic in their opinion on satisfaction towards job satisfaction on salary paid in TNSTC (Madurai) Ltd.

3.4.4 Opinion on Freedom in Job Performance

Freedom in doing the job gives job satisfaction to the workers. When there is no freedom to perform the job, workers lose their interests in the job. Table 3.33 indicates the opinion of the respondents about the independence in job performance.

TABLE 3.33

Opinion of Freedom in Job Performance

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	11	5	28	44
Technical	21	5	53	79
Traffic	96	8	273	377
Total	128	18	354	500
Percentage	25.8	3.6	70.8	100

Chi-square value = 11.94

Table Value at 1% Level = 13.3

It is observed from Table 3.33 that 25.8 per cent of the respondents are satisfied about the freedom in doing their job and 70.8 per cent are dissatisfied about it. Only 3.6 per cent of the respondents are neutral about freedom in

performing the job. More than two-thirds of the workers (70.8%) are dissatisfied about the freedom in doing their jobs. The hypothesis is rejected. Since the calculated value is less than table value. Therefore there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on dissatisfaction towards freedom in job performance.

3.4.5 Opinion on Job security

Job security is one of the factors influencing job satisfaction of the workers. There is job security to the workers in TNSTC (Madurai) Ltd.. Table 3.34 reveals the opinion of the respondents about job security in TNSTC (Madurai) Ltd..

TABLE 3.34
Opinion on Job Security

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	33	5	6	44
Technical	68	5	6	79
Traffic	333	13	31	377
Total	434	23	43	500
Percentage	86.8	4.6	4.6	500

Chi-square value = 8.24 Table Value at 1% Level = 13.3

It is clear from Table 3.34 that 86.8 per cent of the respondents are satisfied and 4.6 per cent are dissatisfied about job security in TNSTC (Madurai) Ltd. The number of respondents who are neutral in their opinion about job security amount

to 4.6 per cent. More than three-fourths of the workers (95.2%) are satisfied about the job security in TNSTC (Madurai) Ltd. This is due to the fact that a worker can not be dismissed arbitrarily without following the dismissal procedures. There is also a provision for appeal against dismissal order. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards job security.

3.4.6 Opinion on Promotion Policy

Opportunities for promotion have vital influence on job satisfaction of workers. Table 3.35 depicts the opinion of the respondents about the promotion policies and practices in TNSTC (Madurai) Ltd.

TABLE 3.35
Opinion on Promotion Policy

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	27	5	12	44
Technical	54	5	20	79
Traffic	232	13	132	377
Total	313	23	164	500
Percentage	62.6	6.6	32.8	100

Chi-square value = 8.79

Table Value at 1% Level =13.3

It is evident from Table 3.35 that 62.6 per cent of the respondents are satisfied about the promotion policy in TNSTC (Madurai) Ltd. and 32.8 per cent are

dissatisfied. The number of respondents who are neutral about the existing promotion policy amount to 6.6 per cent. Majority of the workers are satisfied about the promotion policy followed in TNSTC (Madurai) Ltd. The hypothesis is rejected, since the calculated value is less than table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards promotion policy.

3.4.7 Opinion on Transfer Policy

Transfers are made not only to improve the productivity of the organisation but also to benefit the individual worker to move from a difficult job to an easy job on the grounds of ill health or old age. Table 3.36 shows the opinion of the respondents about the transfer policy in TNSTC (Madurai) Ltd.

TABLE 3.36
Opinion on Transfer Policy

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	9	5	30	44
Technical	21	12	46	79
Traffic	65	51	261	377
Total	95	65	337	500
Percentage	19	13.6	67.4	100

Chi-square value = 4.54

Table Value at 1% Level =13.3

It is observed from Table 3.36 that only 19 per cent of the respondents are satisfied and 67.4 per cent are dissatisfied about the transfers made in TNSTC (Madurai) Ltd. Those who have no opinion on transfers made and neutral about it

amount to 13.6 per cent. Workers who are dissatisfied on transfers are more in number than those who are satisfied. More than two-thirds of the workers (67.4%) are dissatisfied about the transfers made in TNSTC (Madurai) Ltd. This is due to the fact that the management uses transfers as a weapon to punish the workers. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on dissatisfaction towards freedom in transfer policy.

3.4.8 Opinion on Work Load

The work load of an individual worker influences the job satisfaction. Heavy work load creates dissatisfaction among the workers. Table 3.37 reveals the opinion of the respondents about work load in TNSTC (Madurai) Ltd.

TABLE 3.37
Opinion on Work Load

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	33	5	6	44
Technical	66	6	7	79
Traffic	324	11	42	377
Total	423	22	55	500
Percentage	84.6	4.4	11	100

Chi-square value = 9.75 Table Value at 1% Level = 13.3

It is inferred from Table 3.37 that 84.6 per cent of the respondents are satisfied with the work load in TNSTC (Madurai) Ltd. and eleven per cent are dissatisfied about it. Those who are neutral about work load amount to 4.4 per cent. More

than three-fourths of the workers (84.6%) are satisfied about the work load in TNSTC (Madurai) Ltd. This is due to the fact that the working hours fixed per day per worker are reasonable and any work done beyond the stipulated period is compensated by over time payment. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards work load.

3.4.9 Opinion on Labour Management Relationship

The relationship between labour and management influences the workers' job satisfaction. Workers have high satisfaction when there is a cordial relationship with the management. Table 3.38 indicates the opinion of the respondents about the labour management relationship in TNSTC (Madurai) Ltd.

TABLE 3.38

Opinion on Relationship between Labour and Management

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	15	5	24	44
Technical	30	6	43	79
Traffic	116	17	244	377
Total	161	28	311	500
Percentage	32.2	5.6	62.2	100

Chi-square value = 6.65

Table Value at 1% Level = 13.3

It is inferred from Table 3.38 that 32.2 per cent of the respondents are satisfied about the relationship between labour and management in TNSTC (Madurai) Ltd. and 62.2 per cent are dissatisfied about it. Those who are neutral in their opinion on labour management relationship amount to 5.6 per cent. Nearly two-thirds of the workers (62.2 %) are dissatisfied about the relationship between labour and management in TNSTC (Madurai) Ltd.. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards relationship between labour and management.

3.4.10 Opinion on the Nature of Job

The nature of job is different for the workers working in different departments. Though, the nature of job in a transport corporation is tiresome and monotonous, it is interesting to know the job satisfaction of the workers. Table 3.39 shows the opinion of the respondents about the nature of their jobs in TNSTC (Madurai) Ltd.

TABLE 3.39
Opinion on the Nature of Job

Classification of Respondents	Opinion		
	Satisfied	Dissatisfaction	Total
Administration	28	16	44
Technical	47	32	79
Traffic	243	134	377
Total	318	182	500
Percentage	63.6	36.4	100

Chi-square value = 0.69 Table Value at 1% Level = 9.21

It is clear from Table 3.39 that 63.6 per cent of the respondents are satisfied and 36.4 per cent are dissatisfied with regard to the nature of job in TNSTC (Madurai) Ltd. Nearly two-thirds of the workers (63.6%) are satisfied about the nature of their job in TNSTC (Madurai) Ltd. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction towards the nature of job in TNSTC (Madurai) Ltd.

3.4.11 Opinion on the Leave Rules

Leave rules in the place of work also influence the job satisfaction of the workers. It is interesting to know the opinion of the workers in respect of leave rules. Table 3.40 reveals the opinion of the respondents about the leave rules in TNSTC (Madurai) Ltd.

TABLE 3.40
Opinion of Leave Rules

Classification of Respondents	Opinion		
	Satisfied	Dissatisfaction	Total
Administration	19	25	44
Technical	40	39	79
Traffic	166	211	377
Total	225	275	500
Percentage	45	55	100

Chi-square value = 1.21 Table Value at 1% Level = 9.21

It is observed from Table 3.40 that 45 per cent of the respondents are satisfied and 55 per cent are dissatisfied in respect of the leave rules in TNSTC (Madurai) Ltd. Majority of the workers (55%) are dissatisfied about the leave rules in TNSTC (Madurai) Ltd. This is due to the fact that transport is an essential service and workers are forced to work even on national holidays. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on dissatisfaction towards the leave rules in TNSTC (Madurai) Ltd.

3.4.12 Opinion on Overtime Wages

Workers in TNSTC (Madurai) Ltd. are paid overtime wages when they are retained beyond normal shift hours. The common practice in TNSTCs is to compensate the workers for the additional hours of work done at a consolidated amount and not at twice the normal pay. Table 3.41 reveals the opinion of the respondents about the overtime wage policy in TNSTC (Madurai) Ltd.

TABLE 3.41
Opinion on Overtime wages

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	31	5	8	44
Technical	56	6	17	79
Traffic	296	10	71	377
Total	383	21	96	500
Percentage	76.6	4.2	19.2	100

Chi-square value = 10.70 Table Value at 1% Level = 13.3

It is inferred from Table 3.41 that 76.6 per cent of the respondents are satisfied and 19.2 per cent are dissatisfied about overtime wages paid in TNSTC (Madurai) Ltd.. Those who are neutral about overtime wages amount to 4.2 per cent. More than three-fourths of the workers (76.6%) are satisfied about the overtime wages paid in TNSTC (Madurai) Ltd.. The hypothesis is rejected, since the calculated value is less than the table value. Therefore there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction regarding overtime wage policy.

3.4.13 Opinion on Bonus Paid

Bonus payments are regulated by law and it stipulates that the minimum percentage of bonus prescribed should be paid to the workers irrespective of the profit or loss of the organisation. It is a common practice for the TNSTCs to pay bonus to the workers higher than the minimum rate fixed. The extra amount paid above the ceiling is called ex-gratia. Table 3.42 indicates the opinion of the respondents about the bonus paid in TNSTC (Madurai) Ltd.

TABLE 3.42
Opinion on Bonus Paid

Classification of Respondents	Opinion		
	Satisfied	Dissatisfaction	Total
Administration	19	25	44
Technical	38	41	79
Traffic	173	204	377
Total	230	270	500
Percentage	46	54	100

Chi-square value = 0.28 Table Value at 1% Level = 9.21

It is clear from Table 3.42 that 46 per cent of the respondents are satisfied and 54 per cent are dissatisfied about the rate of bonus paid in TNSTC (Madurai) Ltd.. Majority of the workers (54%) are dissatisfied about the bonus paid in TNSTC (Madurai) Ltd.. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on dissatisfaction towards bonus paid in TNSTC (Madurai) Ltd..

3.4.14 Opinion on Retirement Benefits

The various retirement benefits provided to the workers in TNSTCs are provident fund, gratuity, pension, insurance and free bus passes. Though the TNSTC (Madurai) Ltd. spends considerable amount every year in providing retirement benefits to the workers, it is interesting to know the opinion of the respondents about the schemes meant for retired employees in TNSTC (Madurai) Ltd.

TABLE 3.43

Opinion on Schemes for the Benefit of Retired Workers

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	23	5	16	44
Technical	41	6	32	79
Traffic	208	10	159	377
Total	272	21	207	500
Percentage	54.4	4.2	41.4	100

Chi-square value = 10.20

Table Value at 1% Level = 13.3

It is evident from Table 3.43 that 54.4 per cent of the respondents are satisfied regarding the schemes meant for the benefit of retired workers and 41.4 per cent are dissatisfied about retirement benefits. Those who are neutral about the schemes meant for retired people, amount to 4.2 per cent. Majority of the workers

(54.4%) are satisfied about the schemes meant for the benefit of retired workers of TNSTC (Madurai) Ltd.. The hypothesis is rejected, Since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction about the retirement benefits in TNSTC (Madurai) Ltd.

3.4.15 Opinion on Retaining the Workers Beyond Duty Hour

Retaining the workers beyond the working hours without making any compensation affects the workers satisfaction. The workers in TNSTC (Madurai) Ltd. are retained beyond their regular duty hours in special cases such as break downs, accidents, road blockades, urgent work and the like. In the case of administration staff eventhough they leave the office at five in the evening, some times they are forced to stay in the office after the office hours to complete the urgent work given at the fag end of the day. Similarly in the case of bus crew, particularly at the last trip at night, even after the completion of the duty hours, they have to take the buses to the depot concerned for parking. They are not paid for this extra work after duty hours. Table 3.44 shows the opinion of the respondents about work done beyond duty hours.

TABLE 3.44
Opinion on Retaining the Working Beyond Duty Hours

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	21	5	18	44
Technical	33	5	41	79
Traffic	179	9	189	377
Total	233	19	248	500
Percentage	46.6	3.8	49.6	100

Chi-square value = 11.18 Table Value at 1% Level = 13.3

It is observed from Table 3.44 that 46.6 per cent of the respondents are satisfied about retaining the workers beyond duty hours and 49.6 per cent are dissatisfied about it. Those workers who are neutral about it amount to 3.8 per cent. Majority of the workers are dissatisfied about their forced stay at the work spot beyond duty hours. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on dissatisfaction with regard to forced stay at work place beyond duty hours.

3.4.16 Opinion on Workers' Participation in Management

Workers' participation is a method through which workers are able to express their views on the functioning of the enterprise. Workers Participation in management enhances the worker' satisfaction. Table 3.45 depicts the opinion of the respondents about workers participation in management of TNSTC (Madurai) Ltd.

TABLE 3.45
Opinion on Workers Participation in Management in
TNSTC (Madurai) Ltd.

Classification of Respondents	Opinion			
	Satisfied	Neutral	Dissatisfaction	Total
Administration	25	5	14	44
Technical	45	5	29	79
Traffic	222	11	144	377
Total	292	21	187	500
Percentage	58.4	4.2	37.4	100

Chi-square value = 8.21 Table Value at 1% Level = 13.3

It is inferred from Table 3.45 that 58.4 per cent of the respondents are satisfied about the workers participation in management and 37.4 per cent are dissatisfied about it. Those who have no opinion and remain neutral about it amount to 4.2 per cent. Majority of the workers are satisfied about the workers participation in management of TNSTC (Madurai) Ltd. Even though there is no worthwhile scheme regarding workers' participation in management of TNSTC (Madurai)

Ltd., the workers are satisfied because the management concedes to their grievances represented through the trade unions. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their opinion on satisfaction about workers' participation in management.

3.5 Extent of Workers satisfaction in TNSTC

The satisfaction scores of the respondents range from 32 to 60. The respondents are classified into three categories viz., high, medium and low levels of satisfaction towards human resource management practices according to the individual scores.

Arithmetic Mean (\bar{X}) and Standard Deviation (σ) Score for 500 respondents are computed as follows:

Administration Respondents:

$$\bar{X}_1 = \frac{2051}{44} = 46.61$$

$$S_1 = 5.22$$

Technical Respondents:

$$\bar{X}_2 = \frac{3655}{79} = 46.26$$

$$S_2 = 14.29$$

Traffic Respondents:

$$\text{Mean Score (} \bar{X}_3 \text{)} = \frac{17734}{377} = 47.03$$

$$\text{Standard deviation (} S_3 \text{)} = 12.83$$

$$\text{Overall Mean Score of the Total Respondents} = \frac{2051+3655+17734}{44+79+377}$$

$$\text{Mean Score } \bar{X} = \frac{23440}{500} = 46.88$$

$$\text{Standard deviation (} \sigma \text{)} = 12.59$$

Those who have scores above mean plus standard deviation are classified as high level and whose scores are below mean minus standard deviation are classified as low level. Those respondents whose scores are in between mean plus standard deviation and mean minus standard deviation are classified as medium level of satisfaction. Accordingly, respondents who have secured above 59 scores are classified as having high level of satisfaction and those who secure below 34 scores are classified as low level of satisfaction. Those who have scores from 34 to 59 are classified as having medium level of satisfaction.

Respondents classified according to the levels of satisfaction are given in Table 3.46

TABLE 3.46**Overall Levels of Satisfaction towards Human Resources Management Practices**

Classification of Respondents	Opinion			
	High	Medium	Low	Total
Administration	7 (16%)	29 (66%)	8(18%)	44 (100%)
Technical	18(23%)	39 (49%)	22 (28%)	79(100%)
Traffic	102(27%)	208(55%)	67 (18%)	377 (100%)
Total	127(25.4)	276(55.2%)	97 (19.4%)	500 (100%)

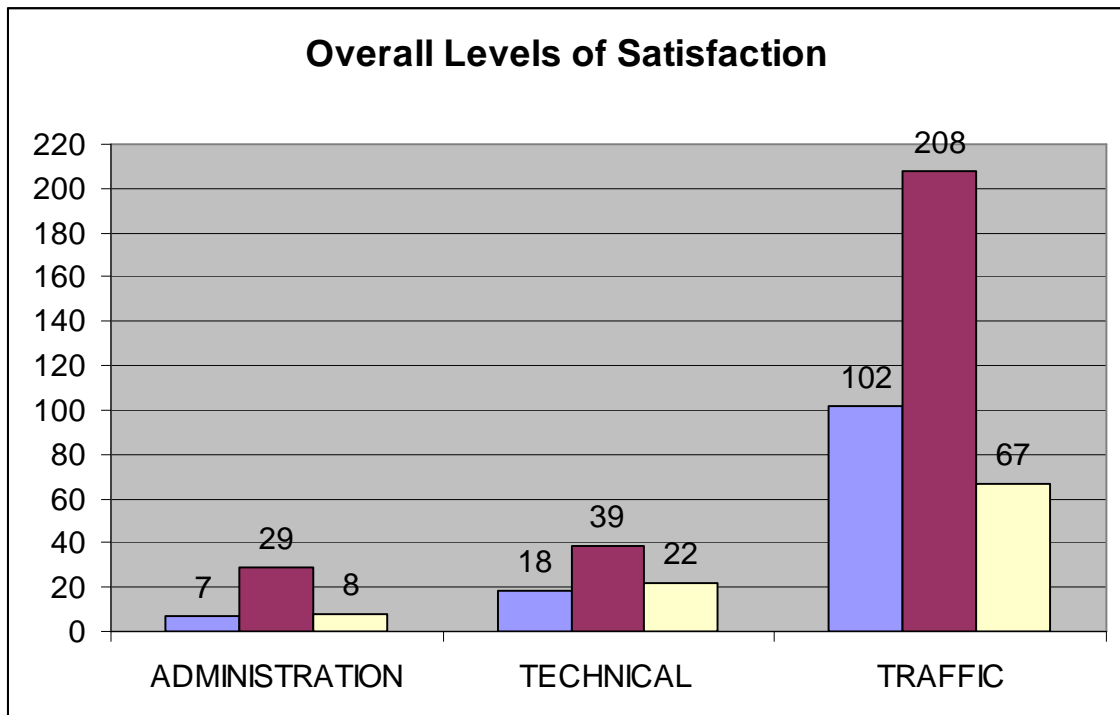
Chi-square value = 7.04

Table Value at 1% Level = 13.3

It could be seen from Table 3.46 that out of the 500 respondents, 127 respondents have high level of satisfaction and it amounts to 25.4 per cent of the total. 276 respondents have medium level and 97 respondents have low level of satisfaction and they amount to 55.2 per cent and 19.4 per cent respectively. The hypothesis is rejected, since the calculated value is less than the table value. Therefore, there is no significant difference among the different categories of workers such as administration, technical and traffic in their levels of satisfaction.

The levels of satisfaction among the administration, technical and traffic workers are presented with the help of multiple bar diagram.

Figure 3.4



3.6 CONCLUSION

The Human Resources Management policies are common to all TNSSTCs in Tamil Nadu and they cover all areas of human resources management. At the end of this chapter it is concluded that the workers' opinion on personnel policies and practices in TNSSTC (Madurai) Ltd. are more negative than positive. This might be due to the fact that the personnel policies and practices are of more political exercise rather than of a managerial exercise. Based on discussions with the employees while conducting survey, that most of the managerial policies and practices are determined by the ruling party of the Tamil Nadu State government and trade unions affiliated to the ruling party of the state government. The human resources management practices of TNSSTC ensures the managerial effectiveness and efficiency of TNSSTC (Madurai) Ltd.