CHAPTER-I

INTRODUCTION AND METHODOLOGY
Chapter-I

INTRODUCTION AND METHODOLOGY

This chapter presents the concept of Human Resource Management and reviews the existing literature. It is also concentrated to precise the studies on Human Resource Management. The researcher focussed on the importance of the study and outlined road transport in India. The Objectives and Methodology also described as detailed as possible.

1.1 INTRODUCTION

The concept of Human Resource Management has been gaining lot of significance in business, commercial, financial and manufacturing organisations during the last two decades. In simple sense, Human Resource Management means employing people, developing their resources, utilising, maintaining and compensating their services in tune with the job and industry requirements with a view to contribute to the goals of the industry, individual and the society.

Human Resource Management treats the people as human beings having economic, social and psychological needs. Thus, HRM is broader in scope compared to personnel Management.

1.1.1 Importance of the Study

The Transportation is one of the major industries in India in general and in the state of Andhra Pradesh in particular. The transportation industry has displayed tremendous service base creation of wide range of area coverage in the development of
efficient human resource. The industry produces a very close relation to the style of life, the range and location of activities and the goods and services which well be available for consumption. Transportation has made possible changes in the way of living and the way in which societies are organised and therefore have a great influence in the development of civilisation. This chapter conveys an understanding of the importance of study on APSRTC in the modern society by presenting selected characteristics of existing transportation systems in HRM practices and relationships to other human activities.

Transport in the Republic of India is an important part of the nation’s economy. Since the economic liberalisation of the 1990s, development of infrastructure within the country has progressed at a rapid pace, and today there is a wide variety of modes of transport by land, water and air. However, India’s relatively low GDP per capita has meant that access to these modes of transport has not been uniform.

Motor vehicle penetration is low by international standards, with only 13 million cars on the nation’s roads.\(^1\) In addition, only around 10% of Indian households own a motorcycle.\(^2\) At the same time, the automobile industry in India is rapidly growing with an annual production of over 4.6 million vehicles,\(^3\) and vehicle volume is expected to rise greatly in the future.\(^4\)

In the interim however, public transport still remains the primary mode of transport for most of the population, and India’s public transport systems are among the

\(^4\) Kalyana Ramanathan, S.. “India to top in car volumes by 2050”.
most heavily used in the world.\textsuperscript{5} India's rail network is the 4th longest and the most heavily used system in the world, transporting over 6 billion passengers and over 350 million tons of freight annually.\textsuperscript{6}

Despite ongoing improvements in the sector, several aspects of the transport sector are still riddled with problems due to outdated infrastructure and lack of investment in less economically active parts of the country. The demand for transport infrastructure and services has been rising by around 10 per cent a year with the current infrastructure being unable to meet these growing demands. According to recent estimates by Goldman Sachs, India will need to spend US$ 1.7 trillion on infrastructure projects over the next decade to boost economic growth, of which US$ 500 billion is budgeted to be spent during the Eleventh Five-Year Plan.\textsuperscript{7}

1.1.2 Indian Transportation Industry

Efficient transport plays a vital role in fostering international trade. The removal of barriers to trade in the transport sector is, therefore, an enabler of development. The transport sector is in itself an important area of economic activity. Liberalisation in transport has made an important contribution to the broader thrust of globalisation of trade.\textsuperscript{8} In future, with the enhancement of efficiency and reduction in the costs of trade through activities like E-Procurement linked to inventory control systems, there will be

---

\textsuperscript{5} "India Transport Sector". World Bank.
\textsuperscript{7} Shobana Chandra. "U.S. Pension Funds May Invest in India Road Projects, Nath Says". Bloomberg, New York, 17 September 2009.
freer and more open markets in the trading of physical goods. E-Governance has potential to remove barriers in the transport sector.

One of the most striking developments in international transport over the past couple of decades is the containerisation of general cargo. Ports around the world are responding to this trend by investing heavily in container terminals. Ports, Shipping and Chartering agencies should integrate their activities through port connectivity systems so that economic globalisation proliferates with increasing connectivity between global agencies of transport sector. With increased networking, more economic activity will percolate between various organisations in different countries.

Transport provides a catalytic role in introducing development in all areas. Most of the population in India lives in poverty and suffers grossly from inadequate access to resources. After independence in India, full accessibility to all villages with the main cities has not yet been achieved. However, it is hoped that networking and globalisation will do this task earlier than the connections through road, rail or river.

Transport sector is already investing large amounts in infrastructure that includes IT also.9 The overall spending in government sector increased to Rupees 38 billion in 2002-03 showing an increase of over 12 per cent over the previous year.

- A great part of capital investment in transport goes into large road projects.
- A survey of 300 employees and 300 visitors of Ministry of Shipping, Road Transport and Highways has revealed benefits, issues, and initiatives and thrust areas for increasing impact of E-Governance in transport sector.

---

1.1.3 Nature of the Study

Organisations are made up of people and function through people. Without people, organisations cannot exist. The resources of men, money, materials and machinery are collected, coordinated and utilised through people. These resources by themselves cannot fulfil the objectives of an organisation. They need to be united into a team. It is through the combined effort of the people that material and monetary resource are effectively utilised for the attainment of common objectives.

Without united human efforts, number organisation can achieve its goals. All the activities of the organisation are initiated and completed by the persons who make up the organisations. Therefore people are the most significant resource of any organisation. This resource is called human resource and it is the most important part of services. From the national point of view, human resources may be defined as “the knowledge, skills, creative abilities, talents and aptitudes obtained in the population”. From the viewpoint of organisation, human resource represents the people at work. Human resource may be defined as set of policies, practices and programmes designed to maximise both personal and organisational goals.

According to Flippo\(^{10}\), Personnel Management is “the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organisational and societal objectives are accomplished.

According to National Institute of Personnel Management of India\textsuperscript{11} "Human Resource Management is the part of management concerned with people at work and with their relationships within the organisation. It seeks to bring together men and women and make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as members of working group".

Scott and others\textsuperscript{12} have defined Human resource management as the branch of management which is responsible on the staff basis for concentrating on those aspects of relationship of management to employees and employees to employees and with the development of the individual and the group. The objective is to attain maximum individual development, desirable working relationship between employers and employees, and effective moulding of human resources as contrasted with physical resources.

In the words of Julius\textsuperscript{13} "Human Resource Management is that field of management which has to do with planning, organising and controlling the functions of procuring, developing, maintaining and utilising a labour force such that the (a) objectives for which the company is established are attained economically and effectively (b) Objectives of all levels of human resources are served to the highest possible degree and, (c) Objectives of society are duly coincided and served.

\textsuperscript{11}Gupta, C.B. "Human Resource Management", Sultan Chand & Sons, New Delhi, p.1.5.
1.2 REVIEW OF LITERATURE

The Survey of literature plays an important role in establishing the backdrop for any research work in social sciences. It is felt justified that the present study could clearly be understood by reviewing the available literature on the subject. Therefore an attempt has been made to present the earlier studies on the subject to find out gaps of research before finally selecting the present topic for the study. Further, the review is made to assess the researchability of the subject. The transport industry for obvious reasons has not received much attention by the researchers as it deserves. Only some studies were conducted so far dealing with some aspects of the industry.

“The Indian transportation industry is a success story ensuring high quality services in fact available to the people at affordable prices.” The Indian transportation industry is now about 104 years old. Allopathic medicines were introduced several decades earlier mainly to provide medical relief to the Bruisers. Indigenous products of these establishment of Bengal chemical and pharmaceutical works due to the pioneering efforts of Acharya P.C. Roy at Baroda and T.K. Gaffar and Rafmitra B.D of USA.

1.2.1 Studies on Human Resource Management

Following are studies and surveys made on different Human Resource aspects of Road Transport Industry in India.

Johri and Agarwal (1968)\textsuperscript{14} studied the trends in productive of cargo handling labour during the post-decasualisation period at Bombay, Calcutta, Madras, Cochin and

Visakhapatnam Ports by using certain parameters. They pointed out that incentive scheme introduced in the Post-decasualisation period in the ports provided only a short-lived spurt.

Pantulu (1971)\textsuperscript{15} conducted a study on workers participation in four public sector enterprises with a sample of 560. The study indicated that inter-union rivalry was one of the causes for failure of experiments in workers participation.

The above studies indicate that mutual trust and confidence between management and employees are essential pre-requisites for the success of an organisation. Recreation, incentives and other welfare facilities as canteens are underlined as the variables, which influence the well-being of the employees. The following studies subscribe to the above option.

Miles (1975)\textsuperscript{16} observed that human relations approach would acknowledge, the individual needs such as “to belong” and “to feel important” are the factors which influence human resource management. He found that the involvement of employees in decision-making process relation to working conditions and other matters led to increased morale among them. Further, he observed better cooperation between the management and the employees.

Ramaswamy (1978)\textsuperscript{17} examined the situation that led to the strikes by textile workers in Coimbatore. The author makes a detailed analysis of the industrial relations system prevalent in Coimbatore Textiles Mills and considers the situation that led to the

strikes by textile workers in Coimbatore. The author made a detailed analysis of the
industrial relations system prevalent in Coimbatore Textiles Mills and considered what
kind of situations led to strikes. The author concluded that a strike is a rational,
calculated response to a situation thrown up in response to the conditions existing in an
organisation.

Harigopal (1980)\textsuperscript{18} investigated the moderating influence of two personality
variables on the relationship between role conflict and job involvement. The study was
conducted on 100 supervisors of a public sector undertaking. The results indicated a
moderating influence of ego strength and dominance versus submission on the
relationship between role conflict and job involvement.

Sharma and Das (1981)\textsuperscript{19} in their study on Organisational Development of
Human Relations in the Banking Industry attempted to identify the factors which
influence equality of employer-employee relations. Data was collected from 550
respondents representing 31 banks, with the help of a self-administered questionnaire.
Data were analysed in multi-varied framework and they found the role of certain
organisational factors in explaining employer-employee relations is significantly
determined by welfare, advancement, recognition and money. Money was negatively
related while the rest of the variables were positively related to employer-employee
relations.

The studies on human relations indicate the trend that grievance handling
machinery, various dimensions of organisational climate, and nature of work, socio-

\textsuperscript{18} Harigopal, K. (1980). Role of stress Variable and Company Satisfaction and Job Involvement:
Personality Factors as Moderators", \textit{Managerial Psychology}, pp.13-25.
\textsuperscript{19} Baldev, B.S. Sharma, R. and Das (1981). "Organisational Determinants of Human Relations in the
Banking Industry", \textit{Indian Journal of Industrial Relations}, Vol.16, No.4.
economic factors and the perceptions about others in the organisation as the factor influencing the human resource management practices within the organisations.

**Sharma (1983)**\(^{20}\) examined the reasons for the longest drawn strike i.e., the textile strike. The author feels that the Bombay textile strike is for higher wages, bonus and better working conditions, and at a different level it is a play of forces seeking to use the disgruntled workers for establishing their own predominance.

**Parvathi (1986)**\(^{21}\) investigated on absenteeism, job satisfaction and organisational climate. Suitable instruments such as the job satisfactory questionnaire perceived organisational climate questionnaire and the absenteeism and critical relation values have indicated significant inverse relationship between absenteeism and perceived organisational climate among the conductors in the transport organisation. In the case of drivers and conductors job satisfaction and absenteeism were not equally related.

**Shantamani (1988)**\(^{22}\) conducted a study on the perceived of employees' job satisfaction in a soap factory. The main objective of the study is to examine the general level of job satisfaction existing among the employees with respect to their attitudes about their organisation, condition of service, authority, their job and other work related factors. The sample was 100 employees. The study found that the employees are not highly dissatisfied with their organisational environment, even a small positive effort on the part of the management can be expected to yield needed good results.

---


The Report of the Reberio Committee (1998)\textsuperscript{23} considered establishment of State Security Commission (SSC) as highly relevant to check the arbitrary acts of politicians to ensure transparency and accountability in governance and to built public confidence in the Police and to protect Police from unwanted pressures.

Rao (2000)\textsuperscript{24}, Subbarao (2001)\textsuperscript{25}, Anjali Ghanekar (2004)\textsuperscript{26} Mamoria and Gankar (2005)\textsuperscript{27}, Chandra Mohan (2007)\textsuperscript{28} elaborately dealt with the conceptual dimensions of Human Resource Management and through an academic light over the subject explaining different constituent operational areas of Human Resource Management. These studies are absolutely theoretical in focus.

William A. Nugent and Dennis White (2000) opined the realisation of optimal manning and optimal ownership costs requires that the human be considered as a major component of the ship and its associated systems early in the acquisition process. Toward that end, systems engineers must have tools and processes to support human-centred engineering from the outset of the design, and must be able to exchange human performance and cost data with other members of the engineering team. Similarly, the US Navy must have tools to evaluate human versus system function allocation tradeoffs during the early phases of ship acquisition, when changes are easier and less costly to implement. Two efforts, the Ship Manpower Analysis and Requirements Tools (SMART) and the Systems Engineering Analysis Integration Tool (SEAIT), are being

conducted to assist navy manpower evaluators, ship designers and government program managers in meeting the challenge of optimally manned ships. Both efforts use modelling and simulation of human performance and skill data to determine the optimum crew mix. Outputs from SMART and SEAIT are being designed for transition to the Human Centred Design Environment (HCDE), a collaborative engineering environment that integrates human centred and systems engineering processes and tools into a common data repository.

Shweta Varma (2001) in her article “The HR olive branch” has made an attempt to study the various aspects relating to human resources in IT industry. She focused on the recruitment, reward and retain aspects of the manpower. She observed that any IT professional has the job offers at any given point. A human resource manager, therefore has to examine not only the offers on hand for an IT professional, but also needs to ascertain whether that person wants to continue in the organisation and for how long. She felt that environment for learning also plays an important role in retaining people. In this article, it is stated that the challenge of retaining the staff, already on the roles, is a job tough enough for all software companies.

Ravi (2001) has made a study relating to the human resource in the present scenario. He pointed out that new economy demands new thinking and even otherwise the machine era is being replaced by that of the mind. Management of knowledge workers is a new challenge which HRD today. In his opinion, on account of the fast expansion of the IT industry and the intense competitions for attracting skilled personnel and retaining them and reducing employees’ turnover, HR professionals facing new
challenges can be met by satisfying the employees by providing social recognition, to turn subordinates into fellow executives and by making employees as partners.

**Alphonse (2001)**\(^2\) analysed the HRD climate in a hospital by assessing the top management’s belief in HRD, superior-subordinate relationship, personnel policies, team-spirit, employee development training, employee initiatives and management encouragement. It reported the existence of a reasonability good climate with an average score of 3.46 in the HRD climate assessment scale. This study has used the HRD model developed by T.V. Rao.

**Arora (2001)**\(^3\) in his research observed that although the software sector is human capital intensive, the Indian software industry does not require exceptional skills beyond academic training at the first degree level. The bulk of the work to produce software in India is relatively non-technical in nature. It requires mostly logical and methodological work and familiarity with software development tools and languages. Researcher opined fresh graduates from a good college after having few months of orientation will have the ability to take up programming assignment. Indian software firms do not really require highly talented young software professionals for the activity they are involved in. Most of the firms hire graduates from private training institutes having diploma degree. Bulk of the engineering graduates who are not trained as software engineers or in computer Science also join in software sector because of the marked preference for engineers of all types, not just software engineers or computer Scientists.

---


Catherine Truss (2001)\textsuperscript{31} in his study argues that the resource based view of human resource is overly rationalistic, unitarist and internally focused, compared with organisations from the sociological institutionalism perspectives. She contends that the more recent Complex Adaptive Systems perspective constitutes a more promising basis upon which to advance our knowledge in this area, since the I.T. industry is an emerging industry and H.R. practices in such an industry have to be necessarily strategic, dynamic and flexible in nature, considering the changing business environment.

Ellem. M. Whitner (2001)\textsuperscript{32} relying on a cross-level paradigm and on social exchange theory perceived organisational support explores the relationship along with human resource practices, trust-in management and organisational commitment indicates that trust-in-management partially mediate the relationship between perceived organisational support and organisational commitment.

David E. Bowen, Carmen Galang and Rajandini Pillai (2002),\textsuperscript{33} in their research study titled “Best Practice in International HRM; The role of human Resource Management, an explanatory study of cross-country variance” explore how the role of Human Resource Management (HRM) varied across countries on two dimensions. One is how the status of HRM department may vary (e.g. perception of importance and involvement) second is whether there is cross-country strategies HRM in terms of the

\textsuperscript{33} David E. Bowen Carmen Galong and Rajandini Pillai (2002). “Best Practice in International HRM; The role of human Resource Management, an explanatory study of cross-country variance”, \textit{Asia-Pacific Journal of HRM}, 40 No, pp.123 - 145
conventional contingency approach connecting HRM practices to strategy as well as resource-based view of the firm developing ‘organisational capability’ as a competitive advantage. The research indicates that there is a significant correlation between HR status and ‘Organisational capability’ and in Asian countries, a slight tendency for HRM practices to be linked more to be in differentiation strategy. Whereas in Anglo countries a strong link with ‘organisational capability’.

Partrice Jalene and Jean Guy Bergeron (2002) in their study “The impact of industrial relations and organisational performance,” examined the economic consumption of performance through three dimensions productivity, efficiency (production cost) and profitability. The authors have found that HRM-IR practices; system and workplace climate represents more adequate and precise indicators of IR system than individual practices. The most substantial effects on performance are obtained when practices are considered as a system and Costs associated with the IR-HRM practices which can be written off over time.

Sujith Sen and Shailendra Saxena (2002) in the research study “Whether Human Resource Management is in the age of Downsizing?” has focused on the strategic role of human resource management in the age of downsizing. Researchers highlighted that although downsizing is a strategic corporate imperative in a competitive world, the process of downsizing must not only be humane, it must also appear to be human.

James P. Guthrie et al., (2002) in their research study titled “The impact of industrial relations and organisational performance” observed that New Zealand has undergone drastic product and Labour Market reforms in an attempt to stimulate economic growth and national competitiveness. Towards this goal, firms have been urged to emphasis differentiation strategies in their approach to their market and also to become more progressive in the management of human resource. The study conducted by him finds that where as more intensive use of high involvement work practices promotes firm effectiveness; their effects depend on the competitive strategy being pursued. The use of high involvement work practices is positively associated with performance in firms competing on the basis of the differentiation strategy and shows no relationship in firms pursuing strategy of cost leadership.

Mishra and Bharadwaj (2002) in their study have reported that the managers in a private organisation perceived the HRD climate as favourable. The top management’s commitments to HRD, integrated HRD system, well defined personal policies and culture of openness are listed to be the strengths of HRD in that organisation.


resource planning, recruitment, selection, employee compensation system, human resource development, industrial relations and other aspects. The researcher collected data from 450 respondents in Hindustan Shipyard Ltd through employee schedule. The outcome of the study revealed the functioning of the participative management scheme is not up-to the mark and suggested to improve" participative management culture. Such an approach is believed to be conducive for promoting suitable organisational culture in the final analysis. Human resources management activities can be better organised and implemented if the top management attaches sufficient importance.

Harsh V. Trahan and Mrs. Papori T. (2003)\(^4\) in their research study entitled "The Changing Business Environment and HR", analysed the trigger of changes in the business science, primarily in wake of liberalisation, globalisation, privatisation and modernisation today, and these have become imperatives for success. In the present study, globally competitive business scenario, efforts to increase productivity and profitability never ends. Organisations are becoming more and more dynamic in nature, challenge of managing people effectively has never been greater strategic human resource plans are required for wiser management of people to maintain productivity, profitability and quality.

Kuldeep Singh (2003)\(^5\) "Strategic HR orientation and firm performance in India" in his research tests the relationship between strategic HR orientation and firm performance. The study has been conducted to add to the growing empirical evidence in


this field. The study has been carried out in the Indian setting, where the importance of human resources has gained significance in the last decade. Results show that there is a significant relationship between strategic HR orientation and firm performance.

Mary Anne M. Hyland and Daniel A. Verreault (2003)42 “Developing a strategic internal audit-human resource management relationship: a model and survey”, the researchers presents a model for analysing the potential for value creation of the Internal Audit (IA) function, the Human Resource Management (HRM) function, and the IA-HRM pairing. A survey of 161 chief audit executives indicated that virtually all IA functions are risk managing in their audit approaches, while a great majority of HRM clients are also moderately or strongly strategic in their outlook. Findings included that a productive working relationship was strongest when a risk managing IA function is paired with a strategic HRM function. Also, the IA planning process was found to be more strategic in the presence of the same pairing. Analysis of written examples of strategic findings related to HRM supplied by the respondents suggested that there may be a significant gap between auditors’ knowledge of strategic HRM practices as developed in the literature and their self-reported examples. Future research should use both HRM and IA responses to reduce bias. Additionally, there is a need for case studies of the IA-HRM partnership.

Murali Krishna, B. (2003) studied Human Resource Management practices in Visakhapatnam Port Trust. Researcher revealed that the productivity of Visakhapatnam Port Trust which particular reference to labour productivity needs to be studied. A number of committees and councils have been constituted at different levels of the organisation. As revealed by the study the functioning of the participative management scheme is not satisfactory. If these problems are studied at length and ways and means are identified to make the scheme more meaningful and useful to develop participative management culture such an approach is believed to be conducive for promoting appropriate organisation culture.

Pawan S. Budhwar and Yehuda Baruch (2003) "Career management practices in India: an empirical study", researchers examines and discuss the developments in the field of career management, bringing in the international perspective. In particular, the study explores career management practices in 108 Indian organisations. A factor analysis procedure suggested five groups of practices: formal planning, formal active management, developmental, career stages and assessment. These are found to be associated with certain organisational and cultural characteristics. The research has both theoretical and practical implications.

Pawan S. Budhwar (2003) "Employment relations in India" this study examines the Employment Relations (ERs) scenario in Indian organisations. The investigation is based on a questionnaire survey of 137 Indian firms in the manufacturing

---

sector. The analysis of existing literature highlights the role of three key actors (management, unions, and the state) in the management of ERs in Indian organisations. It also shows the significant impact of the competitive pressures created by the liberalisation of the Indian economy in the changing nature of ERs in Indian firms. The study has key implications both for academicians and for practitioners.

Azhdar Karami, Farhad Analoui and John Cusworth, (2004)\textsuperscript{46} published a research study titled “Strategic human resource management and resource-based approach: the evidence from the British manufacturing industry”, explores the above relationship in the electronic manufacturing industry. It is based on empirical evidence and the findings of a study of senior managers' perception and views on strategic HRM. Study concluded that increasing core competencies of the firm, in particular HR is one of the key elements to the success of the firm performance and that HR involvement in the development and implementation of business strategy leads to organisational effectiveness in this industry. The notion, that people management can be a key source of sustained competitive advantage, calls for the integration of Human Resource Management (HRM) and business strategy. Not surprisingly, the main debate in HRM is nowadays concerned with the relationship between strategic management and employee relations in the firm and therefore strategic HRM focuses on the overall direction of the organisation in pursuit of its stated goals and objectives.

Janet Cheng Lian Chew (2004)47 "The Influence of Human Resource Management Practices on the Retention of Core Employees of Australian Organisations: An Empirical Study" this empirical study examined the human resource management (HRM) practices of Australian organisations in the retention of their core employees. In particular, the research identified the core elements of HRM practices, which strongly influence the decision for core employees to stay. The study comprise three phases: (1) a preliminary investigation, utilising the ‘Delphi Technique’ to obtain the opinions of an expert panel of thirteen, (2) in-depth interviews, involving twelve human resource managers of Australian organisations and (3) a quantitative survey of 800 employees from nine Australian organisations. The findings revealed greater insights into the HRM-retention relationship and provided empirical validation of the relationship. More specifically, the research identified eight retention factors that influence the decision of core employees to stay. These specific factors consisted of two bundles of practices: HR factors (e.g., person organisational fit, remuneration, reward and recognition, training and career development, challenging job opportunities) and Organisational factors (e.g., leadership behaviour, company culture and policies, teamwork relationship and satisfactory work environment). The outcome of the HRM-retention relationship was examined through organisational commitment and turnover intention using multiple regression analysis. Further the findings of this study revealed positive significant correlation between the eight factors and organisational commitment. Moreover, it was highlighted that commitment acted as a partial mediator of remuneration, recognition and

reward, training and career development and work environment on intent to stay. Commitment fully mediated the relationship person organisational fit, teamwork relationship, culture and policies and intention to stay.

**Julie Tixier (2004)**\(^48\) his study on the possible effects of the implementation of an HRIS (Human Resources Information System) on human resources job within a multinational company. I study the case of the Rexel group which, in particular, by the implementation of an HRIS, seeks to transform HRM practices of its various subsidiaries. These have an HR strategy centred around two main orientations: harmonisation of tools and practices of management staff (ADM), and development of Human Resources Management (HRM). Each subsidiary developed a strategy according to its own organisational, historical and legal context; therefore, the HRD group seeks to harmonise current practices. It is within the development framework of the HRM policy and its harmonisation, that the information system is established in the subsidiaries of the group. Moreover, this evolution is accompanied by a major change within the Rexel group: through the implementation of the HRIS as an HRM tool, the management of the group will show its interest in the contents of local HR policies and not merely in financial data from the subsidiaries.

**Patricia Ordonez de Pablos (2004)**\(^49\) “Synergies from the human resource management literature and the resources and capacities theory of the firm: implications for management”, this research study seeks to analyse in depth the organisational

---


requirements for the exploitation of human resource management towards increased organisational performance, and to provide a conceptual framework for the analysis of human resource management in learning organisations. The major contribution is the Requirements Framework for the Adoption of Technology Enhanced Learning and Semantic Web Technologies, which can guide strategies of effective competencies management in modern organisations.

Sreeramulu R. (2004)50 “Human Resource Management” studied Human Resource Practices in Visakhapatnam Port Trust. He revealed that on the whole, human resource activities can be better organised and implemented if the top management attaches sufficient importance. The researcher opined being a public sector undertaking Visakhapatnam Port Trust, has both advantages and disadvantages, it has the necessary human resources enriched with good amount of work experience.

Boselie, P., Dietz, G. and Boon, C. (2005)51 “Commonalities and contradictions in HRM and performance research”. The research analysis covers the design of the study, including the primary level of analysis and the identity of the respondents; the dominant theoretical framework(s) informing the article; how HRM is conceived and operationalised; how performance is conceived and operationalised; and which control and/or contingency variables are incorporated. Finally, the article examines how each study depicts the so-called ‘black box’ stage between HRM and performance. It reports wide disparities in the treatment of these components, but also some welcome

---

commonalities and indicative trends that point towards a gradual convergence on how future research into this complex relationship might usefully be conducted. The analysis illuminate the ongoing debate about the linkages between HRM and performance, and prove valuable for future research designs.

Disha Disha Sachdeva et al., (2005)52 “Employee opinion of human resource practices in Indian knowledge process outsourcing companies”, International Journal of Indian Culture and Business Management, the study uses a structured questionnaire containing 54 pairs of importance-satisfaction items on select human resource practices and deploys importance-performance analysis as importance-satisfaction analysis. Career planning and development emerged as the top employee priority area demanding thoughtful analysis and consideration.

Nagendhra Rao G. (2005)53 “Human Resource Management Practices in Study Industry were studied with Special Reference to East Godavari District, Andhra Pradesh in India”. Sample was collected from 260 respondents out of 2,604. The researcher revealed some sort of discrepancies with regard to communicated tasks and duties with their designations as per the presentation in the organisational chart. Due to forcible conditions in professionally managed, organisations i.e., work adjustments in accordance with automation, technological appreciation and manpower downsizing strategy. It is appearing so whereas in traditionally managed organisations due to compactness in size,


24
conservative and domestic managerial styles adopted and multi-managerial styles adopted and multi-managed responsibilities are being assigned to individuals. Though these all common practices in other similar organisations, as the study industries are performance well from production and monetary aspects top managements. Attention is required towards restrictions of such practices. Pertaining to staffing in study industry under present study it interprets that there was no uniformity in traditionally managed organisations, further the assignments are basically centred on experience rather by neglecting qualifications and with over engagement of hiring contract, temporary and badili workers, participating at lower levels human resource practices are appearing low when compared to professionally managed organisation and on par with latest trends and importance that human resource management gained presently.

U. Dhayalan (2005)54 "The Impact of High Performance Human Resources Management Practices on Corporate Performance: With Special Reference to Corporate in India and Singapore", in his research expressed HR practices have often been touted as being good for both employers and employees, these practices requires significant investment in human capital via timing, coordination of initiatives, and time for managerial and employee input. Because of the large investment in human capital, the value of these practices may be lost if the investment is not offset by increased efficiency and effectiveness. The study mainly focuses its attention in Asian Context, which too limited to corporate in India and Singapore. This study is limited to the firm employing more than 100 employees and Banking sectors are excluded from the study. Those

companies, which are constantly trading in the Indian share markets, are only considered for this study in Indian context. In Singapore context the companies that are constantly trading in Singapore stock exchange are considered for this study.

Chakravarthi, K. (2006) with his research made an attempt to study the human resource management policies and practices in sugar manufacturing units with special reference to East and West Godavari districts of Andhra Pradesh. He suggested that the sugar industry has to give priority to restructure and reorient the development concerned with human resource management and sugar industry. At the same time, due to the growing size of the industry in terms of technology and man power, the sugar industry should adopt and devise to accommodate the people trained in human resource management policies and practices by increasing the functional differentiation of the personnel/human resource management departments. This would help to modernise the human resource practices of the sugar industry.

Jyotsna Bhatnagar, (2006) "Measuring organisational learning capability in Indian managers and establishing firm performance linkage: An empirical analysis", the purpose of this research is to measure Organisational Learning Capability (OLC) perception in the managers of public, private and multinational organisations and establish the link between OLC and firm performance. Organisational capability perception for the managers of the IT sector and of multinational firms was the highest.

while it was lowest for the engineering sector. Mixed results were found for the market indicators of firm performance, i.e. firm’s financial turnover and firm’s profit as predictors of OLC in Indian organisations, where financial turnover was predicting organisational learning capability. The managers felt that the processes for encouragement of experimentation and environmental scanning needed more attention in Indian industry. The variable of sensitivity to people and their potential provides implications for a rigorous talent management strategy. If adequate attention is paid to this dimension, then it can lead to gaining of competitive advantage, through retention and development of key talent.

Mustafa M. et al., (2006)57 “Application of six sigma in human resources”, Market recognises that new global scenario poses unprecedented challenges for the organisations. Organisations can no longer continue the old model for their existence. Rather organisations require a major investment to make human resource productive. Responding to these emerging needs of customer and survival the organisations have a crucial role to play in promoting quality. Organisations must make an impact if they have to retain their legitimacy and capture market share. It seeks to do so by a new emphasis on quality base processes and products among various techniques Six Sigma. As now-a-days, it is viewed that it widely followed through quality improvement technique. Six Sigma attempts to improve quality through DMAIC and by analysing DPMO. Most of the Organisations apply Six Sigma as production improvement

technique and very few apply it in other areas. In this article we will try to focus the applicability of Six sigma in the field of Human Resources.

Bhaskar Chatterjee (2006)\textsuperscript{58} presented elaboratively the principles of Human Resource Management in contemporary perspective and relevant case analysis of the constituent aspects of Human Resource Management in select companies is the distinctive feature of the Chatterjee’s work.

Chatterjee, S. R. (2007)\textsuperscript{59} opined India is being widely recognised as one of the most exciting emerging economics in the world. Besides, India becoming a global hub of outsourcing, Indian firms are spreading their wings globally through mergers and acquisitions. By the year 2020, India is expected to add about 250 million to its labour pool at the rate of about 18 million a year. This so called ‘demographic dividend’ has drawn a new interest in the Human Resource concepts and practices in India. This research paper traces notable evidence of economic organisations and managerial ideas from ancient Indian sources with enduring traditions and considers them in the context of contemporary challenges.

Edwina Pio (2007)\textsuperscript{60} “HRM and Indian epistemologies: A review and avenues for future research”, in his research study he opined that India is emerging as a super power, slated to be among the world’s five largest economies and viewed by international investors, business conglomerates and tertiary education providers as a land of opportunity. A database search since the opening up of the Indian economy in 1991


reveals a slowly increasing number of scholarly articles on HRM, with a steep rise from the year 2000 onwards. While it is acknowledged that the field of HRM is a broad area, there is currently a dearth of research in specific HRM practices and policies in India to warrant a focus on only one area. Hence, the primary objective of this study is to present a scholarly survey of important research literatures in the area of HRM in India, and to offer avenues for future research. To this end, this study garners, integrates and discusses research on HRM in India with a focus primarily on the past fifteen years. It is within this complexity that research on India and its workforce is presented by illuminating HRM as embedded in the Indian environment with its intricate epistemologies and transitions in a period of dynamic change.

**Biswa** (2007)\(^{61}\) was of the view that in the Indian business scenario, HRM should take into account the dominant social norms and values, while formulating the policies and practices that can enhance organisational effectiveness.

**Katou, A.A. and Budhwar, P.S.** (2007)\(^{62}\) "The effect of human resource management policies on organisational performance in Greek manufacturing firms" This research investigates if human resource management (HRM) policies have an impact on organisational performance in the Greek manufacturing context. The research is based on a sample of 178 firms. The "universalistic model" of HRM is adopted to conduct the investigation. The results show strong support for the model, indicating that the HRM policies of recruitment, training, promotion, incentives, benefits, involvement, and health and safety are positively related with organisational performance.


Mohinder Chand and Anastasia A. Katou, (2007)\textsuperscript{63} in their research study entitled "The impact of HRM practices on organisational performance in the Indian hotel industry", investigated a total of 439 hotels, ranging from three-star to five-star deluxe, responded to a self-administered questionnaire that measured 27 HRM practices, five organisational performance variables, and ten demographic variables. Factor analysis was performed to identify HRM systems, one-way ANOVA was employed to test the association of the demographic variables with organisational performance, and correlation analysis was used to test the relation between HRM systems and organisational performance. The results indicate that hotel performance is positively associated with hotel category and type of hotel (chain or individual). Furthermore, hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay systems.

Vijaya Murthy and Indra Abeysekera, (2007)\textsuperscript{64} "Human capital value creation practices of software and service exporter firms in India", the researcher attempted to explore the Human Capital (HC) value creation practices of knowledge-based software and service exporter industry in India. The study used HC disclosure attributes as a tool to the contents of the annual reports for the year 2003-2004, to evaluate the type and amount of HC disclosed by the software firms. The study also conducted semi-structured interviews with the heads of human resources (HR) of 14 software firms to obtain a


greater understanding of the similarities between reporting and managed HC practices. The study identified most reported and least reported attributes of HC using content analysis and explained their reporting of value creation using interviews and resource-based view. The findings suggest that the HC reporting practices were consistent with interview findings. The frequency of HC attributes reported followed the extent of the management's perception of HC value creation to the firm. The limitations of the study are: first, it is a cross-sectional study; second, the findings may be applicable exclusively to the software and service industry in India and cannot be generalised to other industries in India or software industry in other countries; third, the assertions by the HR heads are assumed to faithfully reflect the firm’s HC practices; fourth, the study assumes that annual reports are the primary documents available to public (stakeholders) requiring information on the firms.

Georgios N. Theriou and Prodromos D. Chatzoglou, (2008) 65 “Enhancing the performance through the best HRM practices, organisational learning and knowledge management: A conceptual framework”, the purpose of this research paper is to explore the relationships between the best Human Resource Management (HRM) practices, Knowledge Management (KM), organisation learning and Organisational Capabilities (OC) and their impact on organisational performance. The proposed framework intends to add to the understanding of the specific processes that mediate between the best HRM practices and organisational performance. This paper proposes an answer to “how” best HRM practices can influence performance. It is suggested that KM and Organisational

Learning (OL) play their own unique role in creating OC, which lead to superior performance. The paper can help human resource managers to understand better the importance of OL and KM processes and the way the best HRM practices, through the integration of these two processes, lead to superior and sustainable performance. This paper attempts to shed some light on the processes through which HRM practices influence performance. The proposed conceptual framework is an original, complete model that will hopefully contribute towards the enrichment of the relevant literature. Moreover, it clarifies relevant terms and their relationship that seem to be surrounded by ambiguity.

Bagul, D.B. (2008) in his thesis entitled “The Study Of Human Resource Development Practices Performed In Pharmaceutical Industries In And Around Pune”, the Questionnaire was administered to 12 randomly selected companies, after having research on the scientific basis and duly analysing the same, the study found that most of the companies were very much particular in preparing some of their executives who were given new responsibilities. They were provided adequate and effective training. Such training was mostly in-house training and on the job training.

Chiranjeevi, K. (2008) made a study on Human Resource Management with reference to reformation and restructuring of police personnel in West Godavari district. The main objective of the study is to analyse the structure of police system in A.P. and to assess the need for structural changes for re-structuring and reformation of police in state. Recruitment to the police should be rationalised with regard to minimum standard of

---

recruitment. No doubt corruption is one of the alarming problems. The constabulary in the police department is drawn from rural areas of the state. Therefore they should be trained at police academies to improve their self-confidence and dignity. Infrastructural facilities should be developed, police personnel should be delinked from political interference in their day to day operations. Police force today works in a situation of acute shortage of personnel resulting in high work pressure. Promotions are based on annual performance and evaluation, suitable training programs should device in order to inculcate spirit of cooperation among the personnel of different ranks. A majority of police personnel feel that the welfare facilities provided by the department need to be improved and majority of police officers are not satisfied with their promotions for obvious reasons.

B. Sripirabaa and R. Krishnaveni (2009)68 "Performance management systems in an Indian manufacturing sector: Partnering, monetary incentives and the alignment of organisational goals", researchers opined the functions of a performance management system in any organisation encompass diverse activities, which include the performance appraisal process. In order to design appraisal systems and appraise employees appropriately, organisations may enter into partnerships with external consultants. In addition, organisations are required to allocate financial resources to support not only the performance management system itself but also incentives for employees with superior performance. For the purpose of study a questionnaire survey elicited responses from middle-level employees using a validated instrument. The variables included in the study

---

were based on prevailing practices in performance management, which include partnering (or collaborating) with professionals external to the organisation, the financial support made available to the system and the alignment of the functions of a performance management system with the strategic goals of the organisation. The sample comprised 165 respondents selected from six organisations manufacturing automobile components in Coimbatore, India. Partial least squares, a structural equation modelling technique, was used to estimate the influence of the latent variables. The results indicated that partnering has a negative significant impact on the functions of the performance management system; and alignment. Financial support has a negative impact on alignment, whereas the performance management system’s overall functions have a significant positive impact on alignment. Likewise, financial support has positive significant impact on the performance management system’s functions. Employees feel that appraisals are a continuous internal assessment process best conducted by those inside their organisations. External members can appraise employees at particular points in time but these appraisals do not reflect accurately an employee’s overall performance across time. Hence, employees implicitly reject external appraisers and partnering in the performance appraisal process. The appraisal process was found to have financial support by way of incentives, pay increases and the allocation of bonuses based on performance. The study usefully confirms that organisations must strive continually to design and implement HR practices that are organisation specific and employee friendly.
Erik Beulen (2009) "the contribution of a global service provider’s Human Resources Information System (HRIS) to staff retention in emerging markets: Comparing issues and implications in six developing countries", The purpose of this study is to discuss the contribution of a global IT service provider’s Human Resources Information System (HRIS) to staff retention in emerging markets. This includes a comparison of the relevant issues and implications derived from a study investigating six developing countries. The author of this study concludes that the functionality of global HR systems should be supplemented with local adaptations in order to achieve the best support for staff retention management. The theoretical framework for this study is based on HR literature concerning staff retention and on the framework proposed by Martinsons for human resources management applications of knowledge-based systems. The argument is illustrated by quotes from 16 semi-structured expert interviews with Accenture HR executives and managers in Argentina, Brazil, China, India, Latvia and Slovakia. HRISs contribute positively to staff retention for global IT service providers in emerging markets. Especially important in minimising turnover is the support they can provide for the allocation of employees to international engagements, including scheduling and training. Culture and local labour market differences do of course influence the HR functionalities needed. This study provides insight into the factors that necessitate local adaptions to a global HRIS.

Haslinda, Abdullah and Ong Mek Hiok (2009) theorising and modelling Human Resource Development (HRD) world wide is a complex task and varies between countries due to the economic, political, culture, labour market and educational systems of each individual country. Specifically, Malaysia, a developing country in the midst of achieving knowledge-economy status with a knowledge-based workforce, is likely to differ from other developing countries in terms of modelling its HRD practices. Therefore, the aim of this study is to examine the extent and nature of HRD and to model HRD in manufacturing firms in Malaysia. This study employed a mixed method approach of questionnaires and interviews for data collection. The findings showed that HRD practices in manufacturing firms in Malaysia are strongly associated with the size of firms. Theoretically, HRD in manufacturing firms in Malaysia is strongly influenced by and associated with Government interventions and economic and market changes, such as the requirement for ISO certification to compete in business, which influences the way human resources, are managed and developed.

Nagaraju Battu (2010) made a study on “Management of Human Resources in Dairy Industry – A Researcher’s perspective”. The study was undertaken in the dairy industry of Andhra Pradesh with the main objective of assessing the Human Resource Management Practices in the Dairy Units under study, and towards this end to study the employment policies, examining the HRD practices, knowing the employee compensation system, to study the industrial relations climate, employee welfare and social security. Battu also further studied the extent of commitment and job satisfaction

---


among the employees. A sample of 305 respondents are drawn from both the units covering both managerial and non-managerial category on the basis of stratified random sample. The study revealed that the majority of the respondents are moderately satisfied on recruitment and selection practices, nearly 2/3rds of respondents have not received the induction training. 58 per cent of the respondents have felt that the criteria of the performance appraisal is lacking transparency and objectivity. Majority of the respondents have felt that their salary is commensurate with their qualification and their efforts put in the organisation. The study also reveals 86 percent of the respondents prefer inside leadership, 75 per cent of the respondents expressed satisfaction about collective bargaining, whereas 76.7 per cent are not aware about the existence joint committees.

Anjaneyulu, N. (2010) made a study on “Human Resource Management practices in Singareni Calories Company Limited, A.P.” The main objectives are to study the HRM Practices in Coal industry, to analyse the performance and HRM practices in SCCL. The main objective of HRM Policy of SCCL is to ensure optimum use of human resource effectively and to assess the future skills requirements. The rate of absenteeism is high in the second week of every month (immediately after the payment of piece rate wages). Through training of employees, knowledge, mental outlook and attitude of employees have undergone drastically. Among SCCL employees community, caste is not playing any role. In SCCL, major portion of the human resources is in the age group of above 35 years. 325 out of 540 respondents employees are young, 168 out of 540 respondents were dissatisfied on recruitment of daily rate workers, 40 per cent of the

\[ \text{Anjaneyulu, N. (2010).} \]
respondents were not getting full-fledged job satisfaction in SCCL. 56.25 per cent of the field staff expressed that the job in SCCL is credit worthy for them.

Castanheira, F. and Chambel, M.J. (2010) in their study, “Reducing Burnout In Call Centres Through HR Practices” entitled observed previous research on call centres has demonstrated that Human Resource (HR) practices can be related to employee stress; however, these studies did not examine the linking mechanisms underlying these associations. Using the Job Demands–control (JD-C) model as a theoretical framework, they examine perceived job demands (namely, emotional dissonance and quantitative demands) and autonomy as potential mediators in the relationship between HR systems and burnout (exhaustion and cynicism). They distinguish between HR control systems, which include performance monitoring practices, and HR involvement systems, which include training, participation, and performance-related pay. This study samples 811 employees working in 11 call centres. Our findings support the idea that HR systems can help reduce burnout in call centres by verifying that HR control systems associated with more emotional dissonance and less autonomy increase burn out. On the other hand, a HR involvement system decreases workers’ burnout because it alleviates the job demands of emotional dissonance and quantitative demands. This study fills a gap in the literature between HR systems and burnout by demonstrating the role job demands and autonomy play in explaining how HR systems improve or decrease workers’ exhaustion and cynicism.

Chuang, C.H. and Liao, H. (2010)\textsuperscript{74} this research study entitled “Strategic Human Resource Management In Service Context: Taking Care Of Business By Taking Care Of Employees And Customers”, proposed the human resource management practices of a high-performance work system enhance a business unit’s market performance in the service context by facilitating 2 types of strategically targeted organisational climate: concern for customers and concern for employees, which further encourage employees to engage in cooperative behaviours with customers (service performance) and coworkers (helping behaviour) that are essential in achieving superior market performance. The results based on the data collected from multiple sources of 133 stores in Taiwan in 2 phases largely supported the proposed theoretical framework and shed lights on the influence mechanism of high-performance work system on organisational effectiveness in the service context.

Cooke, F. L. and Saini, D. S. (2010)\textsuperscript{75} “(How) Does the HR strategy support an innovation oriented business strategy? An investigation of institutional context and organisational practices in Indian firms”, researchers in this investigated how human resources are managed in firms of different ownership forms in India and the extent to which strategic human resource management techniques have been adopted to support an innovation-oriented business strategy. Based on a qualitative study of 54 Indian managers from different firms, this study highlights the Indian institutional context for strategic HRM. It reveals the extent to which the Western approach to and configuration


of high-commitment/performance models of HR practices may differ from those found in Indian firms.

Fu-Jin Wang (2010)\(^76\) Conducted a study titled “Effect of leadership style on organisational performance as viewed from human resource management strategy” to examine the relationships among the leadership style, the organisational performance and the human resource management strategy. In addition, to this study also explored the effects of the interaction of both the leadership style and the human resource management strategy on the organisational performance. This study reviewed 246 valid questionnaires sent to the corporate owners, executors and operators of Kaohsiung’s Nanzi Export Processing Zone in south Taiwan. It was found that: (1) The charismatic, transformational and visionary of the leadership style is positively related to the organisational performance, (2) The development, motivational and transfer strategy of the human resource strategy are positively related to the leadership style, (3) Both development and motivational strategies are positively related to the organisational performance, and (4) The interaction of the leadership style and the human resource management strategy significantly contributes to the organisational performance. The findings of this study were expected to provide references to a corporate body in operating the human resource management strategy and developing the leadership style. This study mainly discussed the relationship between the leadership style, the organisational performance and the human resource management strategy, and also

inspected whether interaction between the leadership style and the human resource management strategy effecting organisational efficiency.


"Recruitment and retention in foreign firms in India: A resource-based view", Researchers adapted the Resource-Based View (RBV) of the firm and tested which recruitment and retention practices positively impact the number of qualified applicants and the attrition rate in a sample of 80 North-Western European firms. Their findings suggest that a close relationship exists between using recruitment and retention practices shaped according to the RBV and these two efficiency criteria.

**Jain Shikha (2010)**

"Management of Human Resources in Public Sector Banks – 1991-2008" in 1991, financial sector reforms initiated in India altered the banking environment and transformed the traditional face of Public Sector Banks (PSBs) as mere financial intermediaries. In addition, with increasing globalisation they also had to find their position with regard to international competition and international markets. This research paper is based on a doctoral dissertation which aim at to assesses the impact of the reform program on PSBs, from 1991 to 2008, on Human Resources Management Practices. These issues have been researched at branch-level, which often gets neglected in macroeconomic report cards.

**Jin, Y., Hopkins, M.M. and Wittmer, J.L.S. (2010)** in their research study entitled "Linking Human Capital To Competitive Advantages: Flexibility In A

---


Manufacturing Firm’s Supply Chain”, opined that flexibility in a manufacturing firm is a strategic choice that advances the firm’s superior performance. This is especially true in the emerging supply chain, which makes the firm’s environment particularly turbulent. This study examines the critical relationships between a manufacturing firm’s human capital, the firm’s flexibility, suppliers’ flexibility, and the firm’s competitive advantages. Based on questionnaire responses from 201 senior supply chain management professionals in several manufacturing industries, this study establishes direct links between a manufacturing firm’s human capital and the firm’s superior flexibility, and between a manufacturing firm’s flexibility and its competitive advantages. In addition, this research finds that the firm’s flexibility mediates the relationship between the firm’s human capital and its competitive advantages, as does the connection between the suppliers’ flexibility and the firm’s competitive advantages.

Jones, D. C., Kalmi, P. and Kauhanen, A. (2010) researchers observed the impact of innovative Human Resource Management (HRM) practices on performance is investigated using panel data for all units of a retail firm, rich data include measures of the operating environment, important dimensions of core inputs, and information on HRM environments, and output is measured as value added. Estimate augmented production functions, including both establishment and manager fixed effects. When employees have opportunities to participate, and receive appropriate information and feedback from their supervisors, productivity is enhanced. Thus, even in settings where

---

employees do simple tasks and are relatively low-skilled, participatory work environments can enhance business performance.

Veerankutty, K. (2010)80 “A Study On Human Resource Management Practices in Software Industry in Kerala” in his thesis has limited the universe of the study software companies located in Technopark and outside Technopark in Thiruvananthapuram Corporation Area. Altogether, 18 software companies have been selected for the study. Out of this, 12 companies are from Technopark and 6 companies are from outside Technopark in Thiruvananthapuram Corporation Area. The criteria adopted to select the 18 software companies (12 out of 104 companies situated in Technopark and 6 out of 32 software companies outside Technopark) Thiruvananthapuram Corporation area are on the basis of 2 parameters, viz., (i) the number of employees, and (ii) minimum amount of capital investment in these companies. Thus, companies having an employee strength of 50 and above and with a capital investment, not less than Rs.25 lakhs (the amount invested by the company towards the cost of computers, peripherals, networks, configuration, broadband connectivity etc.) alone have been selected for the study. Using the above criteria, it was found that there existed 60 companies located inside Technopark and 15 companies outside Technopark, in Thiruvananthapuram Corporation Area satisfying the above criteria. A simple random technique was adopted to select 12 companies from Technopark and 6 companies from outside Technopark for the study. Researcher observed the practice of HRM in a knowledge driven industry has assumed greater

significance in the recent past. Maintenance of a cordial and congenial industrial relation, creation of an atmosphere of high morale, motivation for retaining the talents, career advancement, and an equitable and fair reward system are critical factors for the success of any industry. He opined in a tight and competitive labour market attracting and retaining the talents in the organisation requires a thoroughly thought out strategy that is tailored to the individual characteristics and needs of the company. The success of every industry depends on the employer employee relationship. In an area like software industry where the nature of labour inputs are highly flexible and mobile, the human resource management practices of the management and a positive response of the employees over these practices are highly critical for maintaining a harmonious industrial relations, in addition to high productivity and greater efficiency. The major factors which influence people to work in software companies are attractive pay, performance linked salary structure, challenging nature of work, positive work environment, good working conditions, job security, and participation in decision making processes. Researcher concludes IT companies are offering attractive pay packages, performance based salary structure, better job satisfaction, career opportunities and challenging nature of jobs. The study reveals that employees' motivation and retaining the talents in the organisation are the main challenges faced by the software companies in Kerala. It is also found that job security is not an important concern among the software professionals to opt for a career in a particular company. The overall working conditions, a fair and equitable pay package, challenging nature of the job, career growth, work life balance, participation in decision making process, motivational training etc are the important factors in attracting and retaining employees in the organisation.
Priyanko Guchait and Seonghee Cho (2010) investigated this research study entitled "The Impact Of Human Resource Management Practices On Intention To Leave Of Employees In The Service Industry In India: The Mediating Role Of Organisational Commitment", investigated the impact of a bundle of eight human resource management practices on intention to leave, and to examine the mediating effect of organisational commitment on the relationship between the HRM practices and intention to leave of employees of a service organisation in India. Most of the prior HRM practices - employee turnover studies have been from the HR manager's point of view. This study took a different approach and studied this relationship from an employee's point of view. Internet survey questionnaires were used to collect the data from 183 employees working in a service company in India. Multiple linear regression and hierarchical linear regression analysis were conducted to test the hypotheses. The research study found not only that the HRM practices lower employee intentions to leave, but also that this relationship is partially mediated by organisational commitment. The results of the study not only supported that organisations should focus on employee perceptions of the organisations' HRM practices but also indicated that human resources should go beyond establishing policies and procedures to providing an employee-friendly work environment.

Piyush N. Goswami (2010) in his thesis entitled "A Statistical Analysis And Comparative Study of Modern Technology with Impacts on Human Resource Development in Public Sector Bank", the major findings of the study are 1. There is no

---


significant difference between genders in respect of Culture before adoption of technology. 2. There is no significant difference between genders in respect of Motivation before adoption of technology. 3. There is no significant difference in education in respect of Culture after adoption of technology.

Pramila Rao (2010)\textsuperscript{83} this qualitative research study entitled "A Resource-Based Analysis of Recruitment And Selection Practices of Indian Software Companies: A Case Study Approach", used purposeful sampling to provide rich data on senior-level staffing practices. The interviews conducted in India are tape-recorded and notes are also taken diligently. The interviews are coded to identify similar and dissimilar themes. The research identifies successful staffing practices adopted by domestic software companies. As multinational companies significantly increase their presence in India, global practitioners can implement successful staffing practices by having a thorough understanding of local staffing practices. This research identifies successful staffing practices of the Indian software organisations. This research further provides a staffing model based on the Lepak and Snell staffing typology and details the main human resource management challenges of the Indian software industry. This research identifies internal recruitment, employer references, succession planning, interviews, personality tests, news study recruitment, professional search agencies, and bio-data as the predominant senior-level staffing practices.

Ramaswami, A. and Dreher, G.F. (2010) this research study titled “Dynamics of Mentoring Relationships In India: A Qualitative, Exploratory Study”, supplement the existing mentoring literature that has taken a predominantly Western/U.S. perspective, the present study examined the nature of mentoring relationships in a highly power-distant and collectivistic culture such as India. Twenty-nine Indian Masters of Business Administration (MBA) students participated in a qualitative study (using in-depth interviews) regarding Indian conceptualisations of mentors, the dynamics of mentoring relationships, their mentoring experiences in India, and the practice of mentoring as a career management tool. Content analysis revealed that while some aspects of mentoring seem culturally invariant, other aspects might be influenced by careers and socio-cultural contexts. The findings are discussed from relational and cultural perspectives with theoretical and practical implications for cross-cultural management and human resource practice.

Singh, Sanjay Kumar (2010) “Benchmarking industry practices in sales HR in India”, the research study reveals that most of the insurance companies are very new and the HR departments are juvenile with recently established HR departments under improvement. Activities like recruitment, training & development, compensation, incentives, rewards and recognition have been undertaken more or less in the same manner with slight differences. The process of performance management has been found to be varying in terms of the procedures, the parameters being the same. The recommendations involve initiatives to improve consultant performance and recruitment.

quality by improving the testing methods, online training and material implementation, etc. Researcher opined Benchmarking is not a new management tool but has acquired prominence in recent times. Benchmarking encourages organisations to carry out self-analysis to find out the most efficient way to attain competitive position by monitoring the best practices of the industry. It is perceived as a continuous process of measuring products, services, and practices against the toughest competitors or those companies recognised as industry leaders.

Jyotsna Bhatnagar, Pawan Budhwar, Pallavi Srivastava and Debi S. Saini, (2010)86 "Organisational change and development in India: A case of strategic organisational change and transformation", The purpose of this study is to examine developments in the field of Organisational Change (OC) with reference to the context of India. It highlights the need to analyse this topic in the present Indian economic environment and discusses the main developments reported in the Indian literature on the same. The findings focus on trust building and belongingness for the employees, establishing a high-performance orientation, quality improvements, and the resultant transformations at NDPL. The analysis indicates a number of ways by which NDPL sought to improve its efficiency in order to better adapt to the rapidly changing Indian business environment.

Ajay Solkhe and Nirmala Chaudhary (2011)87 in their study titled "HRD Climate and Job Satisfaction: An Empirical Investigation" concluded that early

identification of human resource potential and development of their skill represent two major tasks of human resource development. This can only be achieved when conducive HRD Climate prevails. Thus on the whole, the researcher finds the existence of good HRD Climate in the organisation according to the perceptions of managers sought through the scale constructed for measuring the same. The managers in general showed a favourable attitude towards HRD Policies and practices of the organisation. They were satisfied with the developmental policies of the top management as well as contented with their work and the organisation as a whole i.e., level of job satisfaction was also good. Most importantly the researchers' findings support the existing literature and add to the deficit literature existing which have attempted to explore the relationship of HRD Climate and Job Satisfaction in Indian Context. It was concluded that there is a significant relationship between JS and HRDC and any positive change in HRD Climate and its components will bring about positive changes in Job Satisfaction and in turn impact the Organisational Performance in positive manner, the findings of the present study indicate that there is a still substantial scope for improvement in various aspects of HRD.

Ajit Kumar Nigam, Sonia Nongmaithem, Sudeep Sharma and Nachiketa Tripathi (2011) 88 “The impact of strategic human resource management on the performance of firms in India: A study of service sector firms”, the purpose of this research study is to investigate the relationship between strategic human resource management (SHRM) and performance in service sectors firms in India. Also, it has

tried to explore whether the three main approaches in the area of SHRM — universalistic, contingency and configurational approaches hold true in an Indian setting. Data were collected from 25 organisations, using two sets of questionnaires. Set 1 comprised measures of business strategy (n=98) and key informant approach was used to collect the data. Set 2 had measures of SHRM which consisted of two sections — human resource management (HRM) system orientation and HRM capabilities and organisational effectiveness (n=750). Performance was measured in terms of organisational effectiveness. Regression analysis was carried out at two levels: industry level and overall level. Results indicated that there is positive relationship between SHRM and effectiveness, business strategy has an impact on the relationship between SHRM and effectiveness and universalistic theory of SHRM does not work in the Indian service sector.

David E. Guest (2011)89 this research study entitled “Human Resource Management and Performance: Still Searching For Some Answers”, reviews progress by identifying a series of phases in the development of relevant theory and research. It then sets out a number of challenges for the future on issues of theory, management processes and research methodology. The main conclusion from the review is that after over two decades of extensive research, but still unable to answer core questions about the relationship between human resource management and performance. This is largely attributed to the limited amount of research that is longitudinal and has been able to address the linkages between HRM and performance and to study the management of HR implementation.

Jayachandra Bairi, B. Murali Manohar and Goutam Kumar Kundu (2011)90

"Knowledge retention in the IT service industry", studied the employee retention plan is evaluated at three IT multi-national companies which are providing global IT services with successful Knowledge Management Systems (KMS) in place. Semi-structured telephone interviews were conducted with senior managers and team leaders of three companies. The data collected is used for studying attrition and retention and its impact on KM. The study provides evidence of various strategic, technological, and local issues influencing the success of retention and its benefit to KM programs in global IT service companies. Organisations adapt attrition control measures for long-term benefit. These measures help in effective KM, serving the client at lower cost with consistent service levels.

Haden Stephanie S. Pane, Caruth Donald L., Oyler Jennifer D. (2011)91

"Temporary and Permanent Employment in Modern Organisations", the research study was designed to uncover the potential differences between temporary and permanent employees with respect to workplace deviance tendencies, organisational commitment, organisational trust, and perceived organisational fairness. Because of their ever-growing presence in today’s companies, we focused on temporary employees alongside their permanent counterparts in the same organisation. Data pertaining to these variables were collected from both temporary and permanent employees working in light industrial-type organisations (N=71). Few statistically significant differences between temporary and

---


51
permanent employees were found. However, significant relationships between organisational commitment, trust, and fairness were revealed among both temporary and permanent employee groups. A more complete understanding of the attitudes and behaviours of the types of workers employed in modern organisations will help leaders manage their workforces in more effective ways.

Hamdia M et al., (2011)\textsuperscript{92} in his study "Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover”, attempts to propose a conceptual framework consisting of three Human Resources Management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Researchers observed job satisfaction played an important role to employees’ turnover because it would lead employee resigned when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. On the other hand, HRM practice and job satisfactions are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

Malik, K.P. et al., (2011)\textsuperscript{93} opined Human Resource Management practices are shaped by the work environment and culture of a specific country. “Localised” HR practices also determine, to a large extent, organisational effectiveness. Nevertheless, with present milieu of globalisation and internationalisation of businesses the pressure to


\textsuperscript{93} Malik, K.P., et. al., (2011). “Industrial Engineering and Engineering Management (IE & EE)”, 2011 Ieee 18\textsuperscript{th} International Conference On Issue Date: 3-5 Sept. 2011

52
adopt best practices and follow some form of international standards has become the norm. This is especially in the interest of companies who are either on the path to “globalisation” or intend to go that way. Both China and India have strong indigenous cultures and work environment that has led to creation of unique Human Resource Management systems and practices in the organisational reality of each country.

Mehrjerdi, Y.Z., Owlia, M.S., Behmanesh, R. and Taheri, A.M. (2011)94 the research study entitled “Prioritising Improvable Human Resources Management Processes Based Upon The Process Classification Framework Using Ipa Approach”, studies the development and management of human capital is an important task where it affects the performance of organisation and hence the process improvements. However, it is necessary to deploy performance evaluation to prioritise improvable processes. The Process Classification Framework (PCF) and Importance-Performance Analysis (IPA) were selected as performance evaluation model, and as prioritising model, respectively. A real world case, Esfahan Oil Refining Company (EORC) was taken for illustration of the models. Consequently, Human Capital Management (HCM) processes were analysed taking performance and importance dimensions into consideration; then processes with low performance and high importance were prioritised for improvement.

Priyanka Anand (2011)95 “Talent development and strategy at telecom major Bharti Airtel”, The aim of this case study is to explore and understand the talent

management innovations, practices and processes in a major telecoms company in India, Bharti Airtel. The study is based on a study of the organisation's talent management practices and a survey of executives, including in-depth interviews with two key talent management executives, and a study of employees' perceptions of the organisation's talent management and its impact. The research revealed the organisation's vision and methods for integrating talent management processes. Talent management is an important element of the development process for employees and is an organisation-wide practice. The process of effective management of the talent pool has led to enhanced employee engagement and reduced attrition and proportionately increased the average tenure of employees. The talent management strategy and processes have contributed in varying degrees to development and growth of employees. The research addresses how talent management is perceived in a successful organisation and examines the recognition and growing acceptance of talent management practices. Talent management is widely adopted by multinationals operating in India, however, most Indian organisations are either currently or soon to adopt the practice. They are dealing with issues such as whether talent management is an offshoot of HR processes or an independent developmental process, and how it will create a competitive advantage and enhance employee engagement. This case study shows how the adoption of talent management processes in an organisation-wide scale – not confined to the HR function – has helped the organisation improve retention and development.
Ram Ch. Seetha (2011) "Information Technology is an Effective Tool for Developing Human Resources: A Study on Selected Sections of Society in Visakhapatnam", Information is the most valuable asset for any organisation or institute. The growth of the Internet has greatly influenced the case and speed with which information is shared. Today’s challenge is to make the information accessible. A typical information processing cycle consists of five steps namely input, processing, output, storage, retrieval, distribution and communication. Information Technology is the combination of different fields such as information science, computer technology, and communication technology and management science. The study was carried out with the main objectives: To study the Role of Information Technology in Developing Human Resources in different sections of the society. To analyse perceptions of respondents regarding effectiveness of information technology on the development of human resources. The present study is confined to the selected respondents in the different sections of the society viz., students, employees, business people, professional people (like doctors, engineers, lawyers, teachers) and rural people, who are residing in Visakhapatnam. On the basis of quota sampling method about 60 respondents from each section representing 480 in total are interviewed.

Roland K. Yeo and Jessica Li (2011) this research study entitled “Working out the Quality of Work Life: A Career Development Perspective with Insights for Human Resource Management", aims to examine the importance of the quality of work life and

its impact on career development from an organisational perspective, and provides insights into Human Resource Management (HRM) practice. The study focuses on the quality of work that resides in the direct experience of organisational dynamics rather than the common understanding of work-life balance. The study reports the key findings of a study carried out in the USA, based on an online forum for people who undertook professional-development programs to improve their career prospects. Uses the multiple yet interrelated layers of such dynamics to draw out implications for HRM research and practice. The study offers two matrices, on the quality of work life and career development, which can help managers to evaluate their employees' cognitive response to job characteristics, and adopt appropriate measures to increase the significance of their job and prospects for career advancement.

Surya Prakash Pati and Pankaj K. (2011)98 “Human resource practices as engagement driver: an empirical investigation in Indian software development firms,” The study is amongst the first to delineate an empirical relationship between the Human Resource (HR) practices and employee engagement. Since HR practices are perceived as organisational intention, its influence on engagement, a much desired work attitude assumes great significance in the globalised business environment prevalent today. The study findings point to a positive and significant influence of high compensation and involvement in decision-making in propagating engagement amongst the workforce. However, gender was only found to moderate the relationship between involvement in decision-making and engagement. The study contributes towards enriching the existing

literature available on employee engagement as well as on the influence of HR practices on employee work attitudes. Apart from that, it also recommends suitable managerial implications that can guide the information technology firms in India in gaining an engaged workforce.

Wirtky et al., (2011) 99 this research study entitled “Going Beyond Operational Efficiency In HR Using IT – A Literature Review Of Human Resources Information Systems” mentions the human resources departments (HR) are transforming themselves from an administrative cost-centre to an internal partner delivering additional business value. In this transformation process, Information Technology (IT) could play a key role. Therefore, this study aims to unfold both the current state of knowledge concerning the value contribution of Information Systems (IS) for the HR function and approaches that go even beyond operational efficiency.

David Leslie Gadenne, Lokman Mia, John Sands, Lanita Winata and George Hooi (2012) 100 this study entitled, “The Influence of Sustainability Performance Management Practices on Organisational Sustainability Performance”, highlights the relationship between organisations’ sustainability performance management practices and sustainability performance. Data for the study was collected from 314 medium to large organisations operating in Australia. A mailed printed questionnaire was used to collect the data. Personal interviews with 20 senior executives were conducted to pilot test and refine the questionnaire. Organisations apply eight Sustainability Performance

Management Practices (SPMPs) to improve seven different Sustainability Performance Indicators (SPIs). Each of the eight SPMPs is positively associated with at least one or more SPIs. We find that customer value, new product development and information capital performance indicators are each associated with a single SPMP, while the other four performance indicators (environmental, employee value, social responsibility, and financial performance) are each associated with multiple SPMPs. Overall, the results indicate that increasing the level of an organisation’s focus on its individual SPMPs is positively associated with its better performance under one or more SPIs.

Lewis J.W. Lim and Florence Y.Y. Ling (2012)\textsuperscript{101} the aim of this research is to investigate the effect of contractors’ Human Resource (HR) practices on job satisfaction of their professional staff. The specific objectives are to: determine the effectiveness of contractors’ HR practices; find out the level of job satisfaction that professional staffs who work for contractors have; and study the relationship between HR practices and job satisfaction. Results showed that contractors’ professionals are significantly satisfied with many of their firms’ HR practices. The study found that these professionals have significant job satisfaction in terms of career opportunities, nature of their jobs and overall working environment. The results also show that many of the HR practices are significantly correlated with job satisfaction.

Upasna Joshi et al., (2012) "Human Resource Accounting System in Selected Indian Companies", Researcher in this study opined human resource may be seen as the most fundamental of all available resources to an economy or an organisation. Human resources are energies, skills, talents and knowledge of people that are or can be potentially applied to the production of goods and services. Corporations cannot run by machines or systems alone, however smart those may be. The human element is inevitable, even for knowledge based lean organisations of the 21st century. It is an irony that valuation of this important asset is not reflected in the books of accounts. However to enhance goodwill and attract investors, need is being felt for human resource accounting. In our present study, an attempt has been made to do the comparative study of the human resource accounting practices of CCI, HPCL, Infosys and Rolta India Limited. The variables that are important for the purpose of human resource accounting are identified and by analysing, the annual reports of these selected companies scores are assigned to the organisations and mean scores for these organisations were calculated. Ranks to the organisations are also given based upon the extent of the HRA information reported in their annual reports. Hindustan Petroleum Corporation Limited, a Fortune 500 company, is one of the major integrated oil refining and marketing company in India. It is a Mega Public Sector Undertaking (PSU) with navratna status. HPCL uses Lev & Schwartz model for the purpose of computation of value of human resources. The company considers all direct and indirect benefits given to employees as a basis for valuation of human resources.

1.2.2 STUDIES ON ROAD TRANSPORT INDUSTRY

Amongst the studies made on public sector road transport industry, the earliest study was done by Ramanatham (1948)\textsuperscript{103} on the functioning of Road Transport Department of the present APSRTC.

R.C. Saxena also attempted a similar study on the transport department of Madhya Pradesh (1960).\textsuperscript{104}

The study of E.S. Sastry (1975)\textsuperscript{105} on the physical and Financial Performance of some selected road transport undertakings in India deserves special mention. This study lays emphasis on operational efficiency without neglecting either the cost or the revenue implications.

A special mention may be made of the work done by V. Viswanadham (1986)\textsuperscript{106} on ‘Finances of Public Enterprises -- A Focus on APSRTC’. He has made an in-depth analysis of the nature and sources of finance of APSRTC and their utilisation in fixed and working capital areas.

A similar study was done by Mohammed Akbar Alikhan (1990)\textsuperscript{107} on ‘Financial Management of SRTCs in India’. In this work, he has studied the financial management in Maharashtra State Road Transport Corporation.

\textsuperscript{103} Ramanatham, V.V. (1948). ‘Road Transport in India’, Lucknow: Universal Publishers.
\textsuperscript{104} Saxena, R.C., (1960). ‘Transport Development in New Madhya Pradesh’, (Unpublished Ph.D., Thesis, submitted to Igra University,
S.K. Arora\textsuperscript{108} made a study on ‘Economics of Management in Road Transport Industry’. The study aimed at determining the most appropriate pattern of organisation for passenger transport services. Financial Performance has also been evaluated on the basin of costs, revenues and profitability.

Ratan Kumar Singh (1987)\textsuperscript{109} in his work on ‘Road Transport and Economic Development’ has studied the Bihar State Road Transport Corporation. This study aims at evaluating the crucial role played by road transport as a basic infrastructure in economic development.

The work of Harish Chandra and B.D. Singh (1986)\textsuperscript{110} is concerned with the study of growth and achievement in Uttar Pradesh State Road Transport Corporation. S.S. Murthy (1987)\textsuperscript{111} has also attempted to investigate the working of UPSRTC.

A similar study was conducted by K.K. Sharma and R.K. Agarwal (1986)\textsuperscript{112} on the working capital management in Rajasthan State Road Transport Corporation. The work is an attempt made to examine the position of working capital in RSRTC and to evaluate the performance in this area.

\begin{thebibliography}{99}
\end{thebibliography}
The work of D.K. Kulshrestha (1989)\textsuperscript{113} on ‘Financial Management in State Road Transport Undertakings in India’ emphasised the need for more capital in the State Road Transport Undertakings, as they being public utilities, the ploughing back of funds starts late.

Sudarsanam Padam (1990)\textsuperscript{114} in his study on ‘Bus Transport in India’ examined the impact of organisation structure of selected road Transport Corporation on their operational and financial performance.

The above review of literature clearly indicates that the factors influencing the human resource management practices are multi-directional in nature. The different studies served and the various factors identified by scholars may broadly be classified under the broad labels i.e., human resource development, motivation, job satisfaction, welfare, performance management, wage and salary administration, industrial relation, grievance redressal system, talent management, talent grooming etc. However, none of the studies reviewed or conducted in terms of the analysis of the relative influence of such broad factors upon human resource management.

Dharma Naik (2008)\textsuperscript{115} conducted a study on performance appraisal in APSRTC the objectives of the study are to find out the loopholes of the functioning of the APSRTC, to examine the effectiveness of the corporations organisational set up, to examine the man power planning strategies adapted by APSRTC and to examine the procedures and practices of the HRM at the district levels. The researcher adapted


conventional methods of social sciences. Respondents expressed that group rating method is adopted on the whole it is found that employees do not having any idea about the method being used for evaluating the performance of the employees. (44.06%) executives and (64.32%) non-executives felt that there is a need to continue the present performance system with changes. The essence of the responses is to sum up, APSRTC performance appraisal reports are used as a threatening tool, and the personnel policies adopted in the corporation are not very conducive to employee development. Thus according to many respondents. There are causes of frustration. Several respondents revealed during the informal discussion with the researcher that the ratings are based on their personal relationship with the immediate superiors. The reason for it is, lack of clarity. The rating yardsticks are not clearly defined and this gives ample room for subjectivity in rating. Therefore there is a need to lay down clear guidelines for rating performance without any discrimination.

Agarwal, R.K. and Pramod Bhargava (2010) the paper is an attempt to highlight the profitability approach in State Road Transport Undertakings i.e., Rajasthan State Road Transport corporation and Uttar Pradesh State Road Transport Corporation is analysed. This study was undertaken with these objectives, to assess the profitability of SRTUs under study by applying the technique of ratio analysis. To compare the profitability of SRTUs under study on the basis of statistical test, to highlight the major reasons responsible for the profits and losses of SRTUs. To probe if there is any significant difference between the profitability positions of SRTU under study.

Vijay and Durga Prasad (2011)\textsuperscript{117} conducted a study on “Passenger Amenities of APSRTC”. The primary objective of the study is to elicit information from selected passengers on different amenities provided by APSRTC and make a comprehensive analysis of the opinions of the passengers on amenities and facilities provided by APSRTC both at bus stations and on board the bus. The questionnaire was administered to a sample of 275 passengers at random concerning all sections of people while they are at bus stations and on board the bus, while they are travelling in different types of buses like Garuda, express services and ordinary services. The major findings if the study is a larger group of respondents (48.4\%) expressed that they are satisfied with the amenities and (27.6\%) stated that the amenities provided by the APSRTC are good.

Kanagaluru Sai Kumar (2011)\textsuperscript{118} “A Study on the Overall Performance Of APSRTC”. The present work is a study on the growth and performance indicators of APST RC. The effectiveness of management policies of the corporation is measured in terms of fleet utilisation, occupancy ratio, vehicle utilisation, productivity per vehicle held, and productivity per employee. The data has been analysed by fitting a trend line of regression type and compared with the cost and revenue components of the corporation. The results indicate that the performance of the corporation was good expect in terms of occupancy ratio.

Sai Kumar (2011)\textsuperscript{119} ‘Scrap management in APSRTC - A study and analysis’. The present work is a study on the practices of scrap management of APSRTC. The


effectiveness of scrap management policies is measured in terms of obsolete materials, number of vehicles scrapped, the share of scrap revenue in the total non-operating revenue and in the total revenue, and percentage of scrap inventory in the total inventory. The data has been analysed using various statistical tools. The results indicate that the scrap management practices of the corporation were good.

1.3 REASON FOR THE STUDY AND ITS SCOPE

The study of HR practices in transportation industry a case study of APSRTC, Mahabubnagar that helps to know about the HR practices in transportation industry and the levels of employee satisfaction with regard to HR practices in APSRTC, Mahabubnagar. The scope of the study is confined to Andhra Pradesh State Road Transport Corporation. The researcher proposed to make study of HRM practices of APSRTC and made an attempt to know the views and opinion of the employees regarding HR practices and the working of Personnel Department of APSRTC, Mahabubnagar. The scope of Human Resource has expanded considerably in recent times. Human resource management is no longer confined to wage, salary and administration alone and extending to various facets of HRD.

1.3.1 OBJECTIVES OF THE STUDY

The Main objective of the research is to study the HRM practices in APSRTC, Mahabubnagar region, Andhra Pradesh. The present study has been taken up with the following objectives.
1. The primary objective of the study is to elicit the opinions from respondents on the existing Human Resource Management practices in APSRTC, Mahabubnagar region, Andhra Pradesh.

2. To study the profile of APSRTC and Mahabubnagar region, Andhra Pradesh.

3. To know the socio-economic profile of the respondents.

4. To examine the recruitment and selection process in APSRTC.


6. To describe welfare benefits and human relations and to analyse the perceptions of the respondents in sample region of APSRTC.

7. To assess the role and status of the personnel department based on the opinion of the respondents.

8. To explore a comprehensive suggestive framework to wipe out dissatisfaction among the employees in the APSRTC, Mahabubnagar and to make the HRM concept beneficial both for the employers and employees.

1.3.2 HYPOTHESIS

1. **Null Hypothesis H₀**: There is no significance difference among the attributes recruitment and selection with the opinion of the respondents.

   **Alternate Hypothesis H₁**: There is significance difference among the attributes recruitment and selection with the opinion of the respondents.

2. **Null Hypothesis H₀**: There is no significance difference among the attributes Human Resource Development practices like, Training and Development, Performance Appraisal and Pay Scales with the opinion of the respondents.
Alternate Hypothesis $H_1$: There is significance difference among the attributes Human Resource Development practices like, Training and Development, Performance Appraisal and Pay Scales with the opinion of the respondents.

3. Null Hypothesis $H_0$: There is no significance difference among the attributes welfare benefits and human relations with the opinion of the respondents.

Alternate Hypothesis $H_1$: There is significance difference among the attributes welfare benefits and human relations with the opinion of the respondents.

4. Null Hypothesis $H_0$: There is no significance difference among the attributes role and status of the personnel department with the opinion of the respondents.

Alternate Hypothesis $H_1$: There is significance difference among the attributes role and status of the personnel department with the opinion of the respondents.

1.4 METHODOLOGY

The information and data for the present study has been obtained from both the primary and secondary sources.

The primary data has been collected by conducting personal interviews with the officers, supervisors, conductors & drivers, maintenance staff and others of the organisation on various aspects of policy and practices of HRM adopted in the organisation. A scheduled questionnaire has been circulated among the employees to elicit their views and opinions on various aspects of HRM practices of the APSRTC, Mahabubnagar.

There are two separate elaborate schedules are designed for collection of information. One is management schedule, covering various aspects such as organisational background on policies, procedures and practices in human resource
management. With the help of this schedule, the organisational data has been collected through informal discussions with the officers. The second schedule has been designed to find out the employee's background and their opinions on various aspects of human resource management practices in the organisation. This schedule has been administered among the sample number of all cadre of employees. Some of the employees have adequate knowledge of English. In cases where the employees have no proficiency in the language, the questions have been asked in mother tongue (Telugu) and opinions are elicited. The personal presence of the researcher throughout data collection has highly facilitated in getting relevant information. Collection of data from the field is not an easy task. The respondents have not been spontaneous in extending cooperation in the initial stages. They even suspected the researcher as the representative of management. The researcher as an employee of APSRTC are explained the objective of the study. The employees from top to bottom including the personnel department employees extended their co-operation to the researcher for the cause of academic and research promotion. Personal interviews have been held with the respondents by arranging prior appointment according to the convenience of the respondents. Some interviews involved single session of an hour or so where as in some cases the interviews continued over more than one session.

The secondary data has been collected from company records, annual reports, in-house journal of different years and other unpublished and documentary materials on the captioned subject. Adequate care has been taken to collect as much information as possible from various sources so as to make an exhaustive study on the selected subject.
In addition to the primary method of data collection, secondary sources of the data have also been in the study, which includes annual reports, files, services documents, in house magazines and records of the APSRTC profile, Andhra Pradesh.

1.4.1 Method of Study

Application of appropriate method and adoption of scientific procedure is essential for any systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study uses a combination of case study and survey method. Case study method is adopted to make an in-depth analysis of Human Resource policies and practices. Opinion survey of the respondents constitutes the survey method in this study.

1.4.2 Universe and Sample of the Study

The APSRTC, Mahabubnagar is an State Enterprise moulded by public aspirations. The APSRTC, Mahabubnagar provide adequate services through out the district and covers prominent places of Andhra Pradesh and the employees constitute the universe. The total population of Organisation by the end of July 2012 is 4455. It includes all cadres and categories of employees. Thus the sample is selected by giving representation to all levels of employees following the principles of convenient random sampling technique. The total employee’s details are given in the following Table 1.1
We have understood that from the table 1.1 that two-third of officers i.e., 66.66 per cent have responded among the officers available in the region for the random sample survey and 20.18 per cent of supervisors gave their opinion, 19.13 per cent other staff namely office staff, materials staff, medical staff etc., have responded to the tune of 19.12 per cent and 9.93 per cent of total maintenance staff gave their opinion, whereas the response of 4.99 per cent of conductors and drivers was taken for the purpose of random sample survey thus a total sample of 312 out of 4,455 was taken which works out of 7 per cent of the total number of employees.

1.4.3 Research instruments

The schedule was used as tool for data collection. The schedule was developed from related concepts, theories, researches results and device from academic advisors. It was composed of 5 chapters as follows:

In chapter 3 to 6 researcher used 5 point rating scale where as in chapter-7 researcher used 3 point rating scale as follows.
The 5 point rating scales were:

<table>
<thead>
<tr>
<th>Scales</th>
<th>Positive item</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a Great Extent</td>
<td>5</td>
</tr>
<tr>
<td>To a Moderate Extent</td>
<td>4</td>
</tr>
<tr>
<td>To Some Extent</td>
<td>3</td>
</tr>
<tr>
<td>To a Little Extent</td>
<td>2</td>
</tr>
<tr>
<td>Not at all</td>
<td>1</td>
</tr>
</tbody>
</table>

The level of score was divided into 5 levels are lowest, low, average, high, and highest under Daniel’s criteria (Daniel, 1995: 18) as follows:

\[
\frac{(\text{Highest score} - \text{Lowest score})}{\text{Number of level}}
\]

\[
\frac{(5-1)}{5} = 0.8
\]

Criteria determining the levels as follows:

<table>
<thead>
<tr>
<th>Average Scores</th>
<th>Score Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.21 – 5.00</td>
<td>Perception of human resources management practices at the highest level</td>
</tr>
<tr>
<td>3.41 – 4.20</td>
<td>Perception of human resources management practices at the high level</td>
</tr>
<tr>
<td>2.61 – 3.40</td>
<td>Perception of human resources management practices at the moderate level</td>
</tr>
<tr>
<td>1.81 – 2.60</td>
<td>Perception of human resources management practices at the low level</td>
</tr>
<tr>
<td>1.00 – 1.80</td>
<td>Perception of human resources management practices at the lowest level</td>
</tr>
</tbody>
</table>

The 3 point rating scales were:

<table>
<thead>
<tr>
<th>Scales</th>
<th>Positive item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Can’t Say</td>
<td>1</td>
</tr>
</tbody>
</table>
The level of score was divided into 3 levels are high agreed level, agreed level and disagreed level under Daniel's criteria (Daniel, 1995: 18) as follows:

\[
\frac{\text{Highest score} - \text{Lowest score}}{\text{Number of level}}
\]

\[
\frac{3 - 1}{3} = 0.66
\]

Criteria determining the levels as follows:

<table>
<thead>
<tr>
<th>Average Scores</th>
<th>Score Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.34 - 3.00</td>
<td>Perception of Personnel Department roles and status measures at high agreed level</td>
</tr>
<tr>
<td>1.67 - 2.33</td>
<td>Perception of Personnel Department roles and status measures at agreed level</td>
</tr>
<tr>
<td>1.00 - 1.66</td>
<td>Perception of Personnel Department roles and status measures at disagreed level</td>
</tr>
</tbody>
</table>

**Chapter 3:** This first chapter consisted of 5 questions on demographic factors such as age, education qualification, category, Gender, Marital Status.

**Chapter 4:** This chapter consisted of 14 questions on Recruitment & Selection, Induction Program, and promotion & transfer policies as follows:

- Recruitment & Selection question no. 1 - 4
- Induction Programmes question no. 5 - 7
- Promotion & transfer policy question no. 8 - 14

This schedule used five point rating scale questions. Recruitment & Selection were consisted of 14 questions with 5 possible responses each and scored as the above five point scoring criteria.
Chapter 5: This chapter consisted of 13 questions on Human Resource Development includes training & development, performance appraisal, and wage & salary policies as follows:

- Training & Development question no. 1 – 3
- Performance Appraisal question no. 4 – 6
- Wage & Salary question no. 8 – 14

This schedule used a five point rating scale questions. Human Resources Development were consisted of 13 questions with 5 possible responses each and scored as the above five point scoring criteria.

Chapter 6: This chapter consisted of 15 questions on Human Relations includes various welfare facilities, relation among employees and employers, disciplinary measures as follows:

- Welfare facilities question no. 1 – 2, 14 – 15
- Relationship among employees question no. 6, 7, 10, 12 – 13
- Disciplinary Measures question no. 3 – 5, 8 – 9, 11

This schedule used a five point rating scale questions. Human Relations were consisted of 15 questions with 5 possible responses each and scored as the above five point scoring criteria.

Chapter 7: This chapter consisted of 5 questions on Personnel Department roles and status as follows:

- Personnel Department question no. 1 – 5
This schedule used three point rating scale questions. Human Relations were consisted of 5 questions with 3 possible responses each and scored as the above three point scoring criteria.

1.4.4 Data Analysis

The returned schedules were verified for completeness and then coded for their identical number for analysis. The manual of coding has made for computerised analysis. The coded data had been keyed in the computer for analysis process.

Statistical applications were as follows:

1. Descriptive statistic were used to describe the demographic factors, recruitment and selection, Human Resources Development practices welfare benefits and Human Relations and role and status of Personnel Department among employees under APSRTC, Mahabubnagar district illustrated by tables of percentages.

2. Analytical statistics was used to determine the relationship between recruitment and selection, Human Resources Development practices welfare benefits and Human Relations and role and status of Personnel Department among employees under APSRTC, Mahabubnagar district.
   
a. Data is illustrated by tabulation form.
   b. Data is analysed by using percentages, weighted average mean.
   c. Data is analysed with the help of standard deviation.
   d. Another way to describe the variation of a test is calculate the coefficient of variation, or CV. The CV expresses the variation as a percentage of the mean. CV at 5% or less generally gives us a feeling of good method performance, whereas CVs of 10% is higher sound bad.
e. Another analysis of data is traditionally, after the discussion of the mean, standard deviation, degrees of freedom, and variance, the next step was to describe the normal distribution (a frequency polygon) in terms of the standard deviation.

1.4.5 Limitations of the Study

Following are the few limitations of the study. Some information are said to be confidential and they were not disclosed to the researcher. Time is said to be the main constraint to collect more data and information on the required subject.

1.4.6 Presentation of the Study

The study is presented in eight chapters. The introductory part of the study, importance of the study, review of the literature, nature of the study, scope of the study, objectives of the study, methodology and limitations of the study are covered in chapter one. Chapter two explains the Profile of the APSRTC and Mahabubnagar region under study. Chapter three depicts the socio-economic profile of the respondents. Chapter four deals the Recruitment and Selection policies and practices in APSRTC. Chapter five focuses on HRD practices in APSRTC. Chapter six deals with welfare benefits and Human Relations in APSRTC. Chapter seven examines the Role and Status of Personnel department in APSRTC. Summary, Findings and Suggestions are presented in Chapter eight.