CHAPTER-VIII

SUMMARY, FINDINGS, SUGGESTIONS AND CONCLUSION
Chapter - 8

SUMMARY, FINDINGS, SUGGESTIONS AND CONCLUSION

In this chapter, an attempt has been made to present the summary of the transport industry, and summary of the Andhra Pradesh State Road Transport Corporation, and also the gist of Andhra Pradesh State Road Transport Corporation, Mahabubnagar Region. The researcher made an attempt to present findings based upon the study and also explored suggestions to strengthen APSRTC by adopting healthy Human Resource Management practices. Finally, the researcher offered Conclusion.

8.1 Summary of the Chapter-I: INTRODUCTION AND METHODOLOGY

Conceptually Human Resource Management has been gaining lot of importance in business, commercial, financial manufacturing and service sector organisation during the post-globalised, liberalised and privatised Era.

Liberalisation in transport has made an important contribution to the broader thrust of globalisation of trade.

The Review of Literature plays an important role in establishing the backdrop for any scientific research. The researcher made an attempt to present the reviews from 1968 to 2012 it includes studies on APSRTC.

The Main objective of the research is to elicit the opinions of the respondent employees on Human Resource Management. Methodology of the study, the case study and survey methods were adopted for indepth study. The Universe of the study consists all employees together 4,455 and the sample size is 312. The sample design is
convenient random sampling technique. To collect the primary data, the researcher prepared, schedules for employees which consists 47 statements on HRM practices where as to collect the secondary data separate schedule for Management also prepared.

The statistical tools, like mean, weighed average, simple percentage, standard deviation, variance and P-value at 5 per cent level of significance are used to analyse the data and to find the conclusions.

8.2 Summarises the Chapter-II: THE PROFILE OF APSRTC AND MAHABUBNAGAR REGION, ANDHRA PRADESH

Transport is considered as lifeline of economy of a country. While at the macroeconomic level, mobility that it confers and linked to a level of output, employment and income within a national economy, at the microeconomic level it is linked to producer, consumer and production costs. An efficient Road Transport Sector, in particular, plays a crucial role in a country’s economic progress and growth. Bringing together both supply and demand sides, road transport sector influences entire gamut of social and economic activities of a country.

Often only direct effects of road transport generated by the transportation of goods and people are considered, ignoring its positive multiplier effects on industry, commerce, small trade and the service sector. These spin-offs including better access to market places and enhanced investments are limited not only to urban centres. A study conducted by US Agency for International Development in 1982 outlines significant social-economic benefits out of a well developed road network even in rural areas in

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1 Transportation and Economic Development, Dr. Jean-Paul Rodrigue.

terms of increased employment opportunities due to use of labour-based methods in road construction projects, access to education, health and nutritional facilities, strengthening of local market towns as economic centres, movement of farm inputs, collection of the harvested crops, crop marketing etc.

A robust economy growing at a rate of about 8 per cent has created a huge demand and pressure on the road transport infrastructure in India. In many developed countries, transportation accounts between 6 per cent and 12 per cent of GDP. In India, the sector accounts for about 6.4 per cent of GDP. As may be seen from the Table 1 below, road transport has emerged as the dominant segment in India’s transportation sector with a share of 4.8 per cent in India’s GDP in comparison to railways that has a mere 1 per cent share of GDP in 2008-09. The increase in percentage share of transport in GDP since 1999-2000 has come from road transport sector only, with share of other modes remaining nearly constant with a marginal increase in the share of railways.

Road Transport India having about 3.6 million kilometres of road network now is arguably the second largest in the world.

8.2.2 THE ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION (APSRTC)

It was established in September 1955, APSRTC was pioneer in introducing Depot set-up and to introduce night services and deluxe services. Nationalisation was a tremendous step by State Government to expand the network of road transportation in

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2 Ministry of Road Transport and Highways, Transport Research Wing
1959 and continued till 1961 nationalising Krishna, Guntur and West Godavari districts in the first phase. Subsequently, 95 per cent of bus routes in Andhra Pradesh were nationalised.

Presently the APSRTC owns largest fléet of buses in the world. The origin of APSRTC dates back to June 1932, when it was first established as NSR-RTD (Nizam State Rail & Road Transport Department), a wing of Nizam State Railway in the rest while Hyderabad State Government w.e.f. 1-11-1951 and in the year 1958, the transport system was established as a separate Corporation as Andhra Pradesh State Road Transport Corporation (APSRTC) w.e.f. 11-10-1958. The initial capital invested by RTC was 3.9 lakhs with 27 buses running as transport services with 166 employees. During the past 80 years, it has registered a steady growth from 27 to 22,222 buses with 767 bus stations, 210 Depots and 1,880 bus shelters.

The Corporation's buses cover 7.5 million KMs. and carry 135.00 million people to their destinations every day. They connect 24,336 villages to all major towns and cities in Andhra Pradesh which constitutes 95 per cent of road transport. APSRTC operates to City and Mofussil areas. The Corporation's buses also ply to important towns and cities in the neighbouring states of Tamilnadu, Karnataka, Maharashtra, Goa, Orissa and Chattisgarh. The entire network is under the administrative control of Vice-Chairman & Managing Directors, 7 Executive Directors and 23 Regional Managers in the state. Zonal head quarters are at Hyderabad, Vijayawada, Vijayanagaram, Nellore, Kadapa &

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Karimnagar. APSRTC under the present name was established on 11th January 1958 in pursuance of the Road Transport Corporations Act, 1950.

The Corporation's operations mix of different services helped the Corporation to achieve customer satisfaction. Corporation has attempted structure reorganisation during 1994-1995 to decentralise decision-making and also to improve operational efficiency. Since its inception in 1932 to date, corporation has blazed the trade with a view to provide better services and to optimise its level of productivity.

8.2.3 MAHABUBNAGAR REGION – APSRTC

The Mahabubnagar Region is formed on 24.05.1994, serves the Mahabubnagar Revenue District with 64 Mandals and 1562 villages.

APSRTC Mahabubnagar Region has covered 1536 in the villages and only 26 are unconnected which are not having proper roads. 8 Depots are located in the district at Achampet, Gadwal, Kalwakurthy, Mahabubnagar, Nagarkurnool, Narayanapet, Shadnagar and Wanaparthy. 44 Bus stations are available in the district. The Region consists of 681 Buses and 175 Hired buses put together 856 buses. The total number of employees are 4,455 as on today.

8.3 Summary of the Chapter-3 : SOCIO-ECONOMIC PROFILE OF THER ESPONDENTS

The socio-economic attributes like age, qualification, gender details, marital status and religion details are analysed using statistical tools frequencies, percentage and pre-chart. The respondents (58%) age in between 31-50 years. Most of the respondents are degree holders (40.06%), predominantly male, dominated (96.15%), Marital status of
respondents are stood at 87.82%. In the respondents Hindu are 90.38% remaining Ministry and Christians.

8.4 Summary of the 4th Chapter - RECRUITMENT AND SELECTION: To evaluate the recruitment and selection process in APSRTC, the researcher consider 14 determinants and calculated weighted average, Co-efficient of Variance, and the overall 14 determinants total mean stood at 4.005 and co-efficient of variance at 0.083, it includes that Null hypotheses $H_0$ is accepted hence alternative hypothesis $H_1$ is rejected. So all the respondents are satisfied to a moderate extent on recruitment and selection policies and procedures.

8.5 Summary of the 5th Chapter - HUMAN RESOURCE DEVELOPMENT. The researcher identified 13 determinants to understand the HRD practices in APSRTC. Its mean stood at 4.003 and co-efficient of variance 0.0521 hence accepted $H_0$ at 5% level of significance. Therefore, HRD practices are satisfied to a moderate extent.

8.6 Summary of the Chapter-6 : WELFARE BENEFITS AND HUMAN RELATIONS: The existing practices of welfare benefits and human relations were focussed on 15 determinants and its total mean stood at 3.95 and mean co-efficient of variance 0.081 infers acceptance of $H_0$ and rejected $H_1$. Hence, welfare benefits and human relations satisfied in APSRTC to a moderate extent.

8.7 Summary of the chapter-7 : ROLE AND STATUS OF THE PERSONNEL DEPARTMENT: The researcher recognised 5 determinants with 3 point rating scale to know the role and status of personnel department. Its mean value 2.508 and co-efficient
of variance 0.0792 gives the acceptance of $H_0$ hence rejects the $H_1$. The role and status of the personnel department in APSRTC is at high agreed level.

8.8 FINDINGS

The major findings of the study based on the analysis and interpretation of the data is as below:

1. The relations among the employees and management in the APSRTC, Mahabubnagar district was found to be in the mean value of 3.00 to 4.00 which denote a moderate level of relationship among them.

2. There was no significant difference in recruitment policy and procedure followed by management of APSRTC, Mahabubnagar district to all level of cadre employees.

3. There was no significant difference in implementation of reservation system to category of employees as per standards proposed by Andhra Pradesh state Government.

4. There was no significant difference in constituting selection committee for various categories of jobs while selecting all categories of employees in their organisation.

5. There was no significant difference in terms and conditions of probation period policy for all cadre employees followed by APSRTC with reference to Mahabubnagar district employees.

6. Opportunities given to the students, diploma holders etc., for apprenticeship training has no significant difference shown by the management, whoever
deserves the job vacancy when requirement arises in their organisation they recruit as per standards.

7. There was no significant difference in performance appraisal components & period proposed for the appraisal of employee, which was followed by management to all level of employees.

8. There was no significant difference in pay scales of employees and to a great extent majority of employees are satisfied with the pay scales given by the government of Andhra Pradesh.

9. There was no significant difference to all level or cadre of employees in mode of payment of salaries in APSRTC, Mahabubnagar district.

10. Wage incentives and salary advances provided by APSRTC management to Mahabubnagar employees to all cadre of employees are satisfied to a great extent and there was no significant differences in wage incentives to different level of employees.

11. Sanction of house loans to employees is done adequately considering employee services in their organisation through credit cooperative society and their no significant differences in employees house loans sanction.

12. There was no significant difference in implementation of various labour acts in APSRTC, Mahabubnagar and all the employees expressed their satisfaction towards implementation of labour acts in their organisation.

13. There was no significant differences in deployment of work among work force and they were satisfied with the strategies followed by management to share work to work force.

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There was no significant difference in retirement benefit provided by management to all.

8.9 SUGGESTIONS

8.9.1 Recruitment policy and procedure

The recruitment policy in APSRTC is very fair and the procedure adopted is transparent. Recruitment carried for different categories i.e., starting from Officers up-to Shramiks. It is observed that in the recent past i.e., couple of years ago, the corporation has started the on line application procedure for the categories of Officers, Supervisors, paramedical staff, security staff etc. For remaining categories particularly Drivers/ Conductors/Mechanics and Shramiks where the applicants are high, the procedure of purchasing applications at depots and submitting the filled applications at the depots is still prevailing.

It is suggested to go for on line submission of application for all the categories particularly for Drivers and Conductors. In driver, conductor applications nearly 5 per cent of applications are rejected, because of the over age where the candidates are unaware of calculating the age as on 1st July of recruitment year. If the on line submission of application is implemented, the applications of over age are automatically rejected at 1st age itself, hence the candidates will be protected from paying the fee unnecessarily. The candidate will also get confidence of submission of his application.

8.9.2 Opportunities for employees wards/dependants for getting employment

As APSRTC is a State Public Under Taking Corporation, all the policy matters are to be passed by the Board and subsequently cleared by Government of Andhra Pradesh.
Right now in APSRTC the jobs are not provided to spouse/children of deceased employees. As suggestion, it is proposed to provide opportunity to the spouse/children of the deceased employee within the stipulated period of 2 years from the date of death. If the above is not possible, it is suggested to provide the opportunities for the spouse/children of deceased employee at the contractors available in APSRTC.

8.9.3. Implementation of reservations

The reservation policy is followed in toto at the time of recruitment in all categories. Similarly in promotions also the reservations are followed for SC/ST categories duly observing the adequacy.

8.9.4 The method of constituting Selection Committee and the relevance of members of the selection committee for various categories of jobs

The method of forming the committee for different selections is clearly laid down in APSRTC. It is suggested to involve one committee member from SC/ST category and one from BC category for better transparency and give confidence among the employees and unemployees.

8.9.5 The content of induction for new employees

The new employees are inducted in APSRTC every year in one or other category. As a suggestion it is proposed to recruit a limited required employees and to avoid big batches where after promotions the first candidate of the batch will be in top position, whereas the last candidate in the batch will be in junior cadre. Hence, the batch size shall be meticulously calculated: (1) to avoid big gap between the first and last candidate of the same batch, (2) To avoid unnecessary panel. It is observed in the organisation that the
panels are lapsed after the stipulated period of 12/18 months for want of vacancies and particularly for Driver and Conductor categories request for the extension of panel date was processed by many of the Regional Managers. Hence to avoid such discrepancies the vacancies shall be decided perfectly.

8.9.6 Duration of the induction programme

It is observed that the duration of induction programme for Drivers and conductors, mechanics is 3 months which is insufficient. When a random sample was conducted the same was opined by maximum candidates. It is also observed that most of the times the period of induction was curtailed to meet the field demand. Therefore, it is suggested not to curtail the induction programme period and to enhance induction programme from 3 to 6 months for drivers, conductors and mechanics where they can get confidence of working in the field. More so emphasise shall be given for paradigm shift in attitude.

8.9.7 The manner of inducting the new employees

Inducting the new employees to the corporation is a regular phenomenon where a structured guidelines are laid down for recruitment and selection. And once the process of recruitment and selection is over. The newly recruited candidates are sent for medical examination and as they become fit they will be directed to training colleges for induction training programme. The schedules for induction programme are laid down and the suggestion is to modify the modules of induction programme to suit the need of the day particularly in scenario of high expectations from the customers where daily 1.35 crore passengers are transported from one place to another place, much emphasise has to be
given on handling the customers, retaining the customers and increasing the number of customers which is the bread and butter to the corporation. Besides the period of induction programme shall also be increased 6 months particularly for drivers and conductor category who are the face of the corporation.

8.9.8 Period and other terms and conditions of probation

The period of probation for all category of posts is one year. During the period if any negative remarks are passed or if the attitude and behaviour are not up to the mark in the categories in officers and supervisors, their probation is liable for extension for one more period. Whereas in case of other categories particularly drivers and conductors the performance is not measured and as a matter of routine the probation is declared. Therefore it is suggested to have a yardstick to declare the probation for conductors and drivers. The yardstick can be a punishment of postpone of annual increment for a period of one year or if he is suspended during probation period, the probation shall be liable for termination. And it is seen in the corporation that the declaration of probation is requisite for further promotions. It is also observed that though the officers are aware of probation period, but in case of drivers and conductors the word of probation is not known to the categories and importance of probation is also. Therefore, as suggested a wide publicity shall to be given to make aware of the employees about the probation period.

8.9.9 Transfer policy and procedure

There is no perfect yardstick or rules laid for the transfer policy in the organisation. Most of the time particularly for supervisors and officers though it is a minimum stipulated period of 3 years in particular station, but depending on the need and
importance of the post they are transferred even within a short span of 3 months. There is no hard and fast rule for the remaining categories also. Anyhow the seniority of requests applications is taken into consideration for transfer. If the transfers are given on request, the benefits such as 7 days leave, 2 basic pays as advance recoverable in 10 months are not allowed. In the category of drivers/conductors depending on the vacancy and need they are transferred. Even on lifting of suspension also the employees are transferred from their place of working to other. Therefore, it is suggested to use the right officer for the right job.

8.9.10 Overall promotion policy

The overall promotion policy is satisfactory. On an average for every 8 to 12 years the officers are getting at least one promotion and supervisors from 5 to 7 years are getting elevated. Whereas in the category of drivers and conductors hardly 25 per cent are getting promotions, whereas the remaining are getting retired as driver and conductor. It is true that even in driver conductor and mechanics categories they are elevated from Grade-II to Grade-I. But this is not giving any feel of promotion for the category of drivers, conductors and mechanics. Therefore to avoid a sort of monotony in the mind of conductors, drivers and mechanics, it is suggested to provide a promotion category as senior driver with different uniform may be with the same wage structure of Grade-I. The change in designation gives immense satisfaction for any person in his life.

8.9.11 Opportunities for getting more number of promotions for the deserved candidates

Not so many opportunities are available for getting more promotions for the deserved candidates in APSRTC. The promotions are strictly based on the seniority in
the category of drivers, conductors, mechanics etc. Whereas for the category of supervisors and officers, besides the seniority, the merit rating reports are also taken into consideration for allotting the marks. The marks allotted for seniority, merit rating reports, for any awards etc., put together shall not be less than 60 per cent for OC and BC candidates and 50 per cent for SC/ST candidates to become eligible for next promotion. Means to say a person who acquired 80 marks will not be superior to person who is seniority with 60 per cent marks. By all means the person with 60 per cent eligibility marks will be senior even after promotion compared to person who has performed in an extraordinary way and acquired 80 marks, though it is suggested to considered the highly performance persons, but on the other hand being a public sector organisation, it creates difference of opinions and may lead to negative contribution to the corporation too. Therefore the system prevailing suits for promotions in the corporation.

8.9.12 Basis of promotion

The basis of promotion is mainly the seniority for drivers, conductors whereas for officers and supervisors it is the seniority come the performance oriented merit rating reports. For officers and supervisors, the system prevailing is good whereas in the categories of drivers and conductors there is discrimination between the high performing conductor/driver and low performing conductor/driver for getting promotion. Therefore, as a suggestion besides the seniority the performance as in case of officers and supervisors can also be taken as a yardstick which motivates the crew to become more committed in achieving the goals of the corporation.
8.9.13 Procedure of deciding seniority in promotion

The seniority is prepared to all the categories in the corporation and updated timely. The seniority is taken from the selection list where the roster is followed in toto. Similarly after recruitment say out of two if the 2nd candidates gets promotion over first, in the next higher cadre the 2nd candidate becomes senior. The seniority is taken care of 100 per cent while giving promotions. At the time of recruitment also the 100-points roster cycle is strictly followed where it becomes the basis for preparing the seniority lists. It is suggested to update the seniority list every year may be in the month of January of calendar year so as to eliminate any iota of doubt from the minds of employees. Now it is observed in the corporation the seniority is not updated every year.

8.9.14 Considering performance for promotion

In the corporation exclusive performance is not sufficient to give promotion to any officer or supervisory category. It is blended with the seniority where the minimum eligibility marks shall be obtained to get promotion for the candidate. There is no difference between the high performance and average performance for example for high performance and normal seniority, if a candidate gets 80 marks he will not be promoted superseding an average performance and normal seniority. Means it is near the eligible criteria i.e., 60 per cent of marks for OC/BC and 50 per cent for SC/ST. In the lower categories like drivers and conductors the performance is not at all considered for promotion. It is near seniority not even the eligible marks like 60 in officers and supervisors category. As a suggestion, it is proposed to include a factor a performance even for drivers and conductors etc.
8.9.15 Opportunities given to the students, ITI/Diploma holders etc., for apprentice training

Good opportunities are given for ITI/Diploma holders in the corporation. Every year nearly 2,300 ITI apprentices are taken and 100 diploma holders are taken for apprentice training. Though the vacancy are for 2,300 but sometimes, it is observed that the vacancies are not filled because of the unavailability of the required branch of ITI say for example in a particular zone 50 vacancies are available for Diesel mechanic and 100 for Motor mechanic. The applicants will be more for diesel where the vacancies are less and applicants are less for motor mechanics where the vacancies are more. Therefore, it is suggested to provide an avenue to interchange the vacancies from one category to another category. An entrance examination is conducted to take the ITI candidates for apprentice which is also causing hindrance to get number of ITI as apprentices.

It is suggested to eliminate the entrance examination and go by mere marks and age for selecting the apprenticeship. Similarly at the time of recruitment of regular shramiks in the organisation it is suggested to provide an additional weightage of 5 percent to the candidates who have undergone apprenticeship in APSRTC. This will attract the candidates to join the apprenticeship in APSRTC.

8.9.16 Opportunities given for training development programme

Training and development is given top priority in organisation. All the officers and supervisors are subject to training at least once in two years. Whereas for drivers and conductors and other lower categories they are subject to training once in 3 years at different 6 Zonal staff training colleges situated across the state. Besides the scheduled
training programmes, the training is also given at the region headquarters particularly for driver category on safety and fuel conservation.

First of its kind in the entire nation, massive training programmes are organised for 5 times in a period of 10 years, where all the employees of the corporation are trained within a span of 45 days at their respective depots on different topics. This has yielded maximum results in the corporation.

As a suggestion it is proposed to create platform atleast once in 2 years for massive training programme to address and train all the employees of the organisation on required issues of the day. The officers and union delegates are also sent to outside training institutes for training.

8.9.17 Opportunities in the organisation to make use of skills learned to training

The skills learnt in the training programme are absolutely used by the participants. In the corporation the results shows that the training given to the employees are useful. For example, the massive training programme organised on marketing schemes and focus on customers, immediately the results are seen in the attitude and behaviour of the drivers and conductors may not be to the tune of 100 per cent, but to the extent of 50 to 60 per cent which itself is a good achievement. Probably it is difficult to measure the change after training in a systematic way for 1,23,000 employees, but the results in the growth of parameters after every massive training programmes speaks that such unique programmes are certainly advantageous for the growth of the organisation.

As a suggestion it is proposed to conduct such programmes atleast once in two years to motivate the employees and give a plot form for their grievances redressal too.
8.9.18 Components of the performance appraisal

The performance appraisal is given only for supervisors and officers, whereas for other categories no performance appraisal available in the organisation. The performance appraisal is given due importance for promotions in the category of supervisors and officers. For all the field officers, the following are the parameters for performance appraisal.


Other than officers and supervisors there is no performance appraisal is designed.

It is suggested to provide performance appraisal atleast to the lower level supervisors such as controllers, assistant depot clerks etc., make them more committed to the job.

8.9.19 Periodicity of appraisal

The periodicity of appraisal is for every one year. This is sufficient but as suggested for questionnaire 18, it is proposed to introduce performance appraisal for lower categories i.e., controllers and assistant depot clerks.

8.9.20 Making use of appraisal results for employee development

The method of making of use of appraisal for employee development is carried on in the organisation. If there is any lacuna on drop in performance it will be intimated to the employee making him alert to develop himself for next year.
Though the system is available but most of the times even the supervisors are fully aware of performance appraisal method. Therefore, it is suggested to provide the knowledge of performance appraisal to at least supervisors and other categories so as to make them more committed towards the organisation.

8.9.21 Pay scales of the organisation

Pay scales of the organisations are revised once in 4 years by the management duly discussing with the recognised union and getting approval of the Government. At this juncture the employees are satisfied with the previous pay scale revision where nearly 24 per cent enhancement of salaries were given during April 2009 and again it is due in April 2013. On discussion with the employee, it is observed that they are comparing their salaries with the salaries of Andhra Pradesh Electricity Department whose salaries are highest. But when compared to the private organisations and other STUs in the nation, the salaries paid to the employees of APSRTC are better.

It is suggested to evolve a method where 70 per cent salaries are fixed and remaining 30 per cent salaries are performance based and as the performance increases the 30 per cent may even go to 50 and 60 which will be win-win policy both for organisation as well as employee.

8.9.22 Mode of payment

Mode of payment is salaries through the banks identified by the corporation. The employee can opt any nationalised bank for the credit of his salary. The salary is credited in banks on the afternoon on the last day of the month. All the employees are provided
with bank debit cards to draw their salaries by the banks, whereas the incentive which is 
paid on or after 15th of every month depending on the performance, is paid in terms of 
cash. It is proposed to pay all the amounts pertaining to the employee through bank only.

8.9.23 Compared to other public sector organisations by emoluments in the 
organisation are better

The prominent other public sector in Andhra Pradesh is Electricity Department 
whose salaries are higher than the salaries of APSRTC. Here, the employees always are 
compare with the salaries of electricity board.

8.9.24 Compared to the well-established private sector organisation, the emoluments 
in the organisation are better

The salaries are better compared to the well-established private organisations. 
Besides the salaries, the welfare facilities are in comparable such as medical facilities, 
transport facilities etc.

It is suggested to educate all the employees with the comparative chart of the 
salaries so as to motivate them for the salaries they are getting.

8.9.25 Wage Incentives

Incentives are paid to all the categories except to the staff working in head office 
and zone and regional offices. The handsome amount is paid to all the employees on or 
after 15th of the month and there is no ceiling for achieving the incentive it is purely 
depending on the performance. It is also suggested to make aware of the employees as 
how they can increase their incentive amounts with reference to the performance so that 
employees can get good share of the earnings or savings realised.
8.9.26 Salary advances/take home pay

Salary advances are given to the employees only at time of administrative transfers i.e., two months salaries are given as advance which is recoverable in one year, otherwise there is no provision of providing salary advances to the employees. In rarest cases like natural calamities the salary advances are provided. It is suggested to provide 5 salary advances at the time of self marriage or marriage of daughters which shall be recovered in a period of 2 to 3 years depending on the take home pay. In the corporation the take home pay shall be minimum 30 per cent to meet the employees day-to-day needs.

8.9.27 Rate of bonus

The performance oriented bonus is not available organisation, as there is already a provision for incentive system; it is suggested to re-design the incentive system as part and partial of the salary with reference to the performance where there is every chance for the performance to increase besides getting handsome amounts by the employees.

8.9.28 Non statutory welfare facilities like Medical benefits, Educational and Transport facilities etc.

Good medical facilities are available where corporation has established a 200 bedded hospital with all specialities and dispensaries in all district headquarters. Nearly 40 corporate hospitals are under franchise with the corporation where for any super speciality attention the employee is directed to the outside hospital. Most of the times after studying the hospital facilities available in the organisation, it is observed that the corporation is not having Doctors with specialisation in Oncology, Cardiology, Nephrology, Diabetalogy. Nearly 10 to 15 per cent of the patients are directed to other
hospitals for the above requirements. It is suggested to recruit the medical officers with
the above super specialities directly in the rank of senior medical officer because the
super specialist are not willing join in the organisation in the rank of medical officer.

Good transportation facility is available. There is no specific suggestions on this.

8.9.29 Shift timing and shift rotation

Shifting timings are available only for maintenance, whereas for running staff the
duties are with reference to the scheduled departure of buses. Mainly there 3 shifts for
the maintenance staff at garages one is day shift, another is night shift and third one is
general shift. These shifts suits the maintenance schedules of the buses. It is suggested
to rotate the day shift and night shift staff atleast once in quarter keeping in view of
health hazard for the workers continuously working in night shift.

8.9.30 Implementation of various Labour acts

All the related labour laws such as MTW Act, MV Act, Factories Act, ID Act,
Workmen Compensation Act, Trade union act etc., are implemented in the organisation
in toto and there is no much grievance of the workers on implementation of act. If a
small violation in the act is observed then there will interference of the labour department
if the unions approach them.

8.9.31 Deployment of work to the work force

The deployment is properly done in the organisation either in the operations side
or the maintenance side. It totally depends on the number of buses operated as day outs
and night outs and on long distance routes. As a suggestion to balance the work force it
is always better to have atleast 1/3 of the services as night out services so that those buses
come for maintenance in the day shift. Similarly the crew will also be advantage in getting the night out allowance besides the passengers will also be happy if the vehicle starts in their village at 5 'O' clock in the morning.

8.9.32 Handling of absentees

Absenteeism is a big menace in any organisation. APSRTC is not exempted from this as this is labour oriented organisation with 1,23,000 employees, it is seen that depending on the place of work the absenteeism is ranging from 5 to 7 per cent. Few are absenting for duties habitually and few are absenting on the spot means few are irregular whereas few are regular but unpunctual. The corporation has a system of counselling the absentees initiate disciplinary action even going to the extent of removing the habitual absentee. It is suggested to conduct family counselling for the habitual absentees, find out the route cause for absenteeism and discuss with the spouse and explain the ill effects of absenteeism and try to put them on right track which will be beneficial to the organisation besides the employee.

8.9.33 Superior – subordinate relations

Most of the times the superior–subordinate relations are cordial in the organisation. But some times and it comes to the relations between the crew and traffic supervisors and mechanical supervisors, the relations are getting strained because of the communication gap. Always the relations are out come of the attitude. Therefore, it is proposed to conduct an exclusive training to the employees and supervisors on better communication skills or include such topics in any forthcoming massive training programme so as to avoid misunderstanding among superior and subordinates.
8.9.34 Co-operation from colleagues

Co-operation from colleagues is cordial but again as said above it is an attitudinal problem more than the physical problem. Therefore it is suggested to provide training on co-ordination and co-operation topic for the betterment of the organisation and individual.

8.9.35 Handling of grievances of employees

It is observed that the grievances in the organisations are redressed to a systematic procedure inspite of this it is observed that most of the employees are not letting out their grievances and such hidden grievances are becoming the route cause for the reduction of the performance. Therefore, there is every need to create a plat form for the common worker to express his grievance in frank and free way. Listening to the grievance itself is 50 per cent solution for the grievance. If the grievance could not be redressed and beyond the boundaries of control, it may be explained to the employee where he can understand the difficulty. It is also proposed to provide registers in all sections encouraging the employees to write their grievances which will be attended to in a period of 10 days.

8.9.36 Maintenance of discipline among work force

Most of the times the discipline is maintained in the organisation. For the indiscipline’s the actions are severe even to the extent of removing from service. Sometimes here and there few cases are observed when once they are brought to the notice of higher authorities certainly the action is initiated duly conducting the enquiry and following the principles of natural justice. Again here also it is suggested to educate the employees on the ill effects of the indiscipline through proper training.
8.3.37 Opportunities for participation of workers in decision-making

There is a forum for the workers participation in decisions. Once in two years the elections are conducted in the organisation for recognition of the union. Once the union is recognised it will be called for discussion for all decision-making issues. Even at the board level where the corporation policy decisions are taken, the recognised union president and general secretary will be members of the board. Every month a meeting is also conducted at all units with the recognised union for discussing the decisions and also addressing the workers grievances.

8.3.38 Communication system at upwards as well as downward

The communication systems both in upward and downward are available in the organisation. But it is seen that still the usage of e-mails for communication is yet to be developed in the organisation. The paper transaction is prevailing in the organisation which shall be eliminated to avoid loss of time and for quick passage of message. Therefore, it is suggested to educate all the officers to aim for paperless communication both for upward and downward.

8.3.39 Union-Management relations

Union management relations are cordial in the organisation. Any problem to the possible extent is chalked out across the table but some times union goes to the extent of issuing strike notices with 20 to 30 points agenda. Meetings are conducted by the management to address the problems sometimes if the issues are not resolved then the labour department will interfere and try to chalk out the problems.
8.9.40 Union's co-operation for higher productivity

Most of the times unions come forward for enhancement of productivity but sometimes they refuses to do so. Again it becomes the responsibility of the management to convince the union to explain the need of enhancement of productivity duly explaining the corporation scenario and sustainability. As a suggestion it is proposed that only the cordial relations will lead to enhancement of productivity.

8.9.41 Retirement benefits

The retirement benefits are meagre. On that day of retirement the employee get lump sum amount under the heads of gratuity, provident fund, credit co-operative society and settlement salary. The pension what the employee gets is meagre stating from Rs.600 to 2000/-. This amount is not at all sufficient for the employees to live after retirement. The employee will not object if the amount is deducted from his salary when he is in service, accumulate the amount and give the interest in the form pension after retirement. It is proposed to develop such a system where the employee gets if not handsome amount atleast reasonable amount of Rs.5000 to 7000 per month for his living, after his retirement.

8.9.42 Post-retirement benefits

The Corporation has provided medical facilities to the tune of Rs.4.00 lakhs after retirement to the employee and his spouse. Similarly, the bus facility with 50 per cent concession is also provided. Besides this it is suggested to provide 1 to 2 per cent reservations in the category of conductors/drivers to the children of retired employees.

Therefore, in total the facilities, policies, welfare measures, benefit are satisfactory to the tune of 70 per cent in the organisation.
8.9.43 Role and Status of personnel department

The personnel department is manned with the right persons who are having bent of mind towards the welfare of the employees. It is also seems from analysis that innovative steps are taken by the personnel department for the growth of the human resources. It is suggested that personnel officers are required to develop professional qualifications such MBA with HR specialisation of Master of Human Resource Management. It is also suggested to recruit personnel officers directly with the above said qualifications which will be beneficial to the employees in particular and corporation in-general.

8.10 CONCLUSION

The researcher has made a study on the Human Resource Practices of Andhra Pradesh state Road Transport Corporation with a case study of Mahabubnagar region duly conducting a sample study with 312 employees of different cadre, gender, age profile and educational qualifications etc. Andhra Pradesh State Road Transport Corporation, a mammoth transport organisation with its name in Gunnies world of records for its largest fleet has edge over other public state transport undertakings in India. It is pioneer in many activities namely introduction of Depot set-up, night expresses, deluxe services etc., stood as role model to other state transport undertakings in India.

It is a corporation which transports 135 lakhs passengers every day from one place to another place duly operating 75 lakh kms, with 1.23 lakh dedicated employees of APSRTC. It is at first place in safety parameters in transport industry in India during 2011-12 year and also bagged National awards for fuel conservation for the last 17 years.
Mahabubnagar region is one among 23 Regions of APSRTC. This Region covers daily 3.2 lakh kms to transport passengers with in the district and also to the major cities of Andhra Pradesh and other states of India like Hyderabad, Vijayawada, Tirupathi, Bengaluru and Mumbai etc. It is also seen from the performance of the region that it is growing positively.

During the study, aspects starting from recruitment, selection, induction programmes to newly recruited, training and development to the corporation employees, promotion, transfer policies, performances appraisal, salaries and wages, welfare measures, industrial and human relations and finally retirement policies are focused and conclusions as follows.

On analysis, it is observed that nearly 30 per cent of the existing practices are accepted to the great extent, nearly 35 per cent to the moderate extent. On detailed study at micro level, it is observed that the recruitment policies are transparent and the rule of reservation is followed without any deviation. For further transparency, there is scope to introduce on line submission of application for the posts of Conductors, Drivers, Mechanics and Shramiks. The opinion of the sample reveals that there is a need to revoke the employment for the spouse/children of deceased employees.

Induction, training and development programmes are up to the mark to further strengthen the same the massive training programmes which were carried out in corporation three years ago shall be continued with a frequency of 2 years where all the employees of corporation are trained within a month at their respective working units, this helps for the better understanding of corporation by the employees in turn for the
positive growth of corporation and to develop a strong bond among all employees with corporation. Transfer policy is satisfactory in general and this further can be strengthened by developing a yardstick for drivers and conductors such as transfers only twice or thrice in a year.

When it comes to salaries and incentives, the system of incentive shall be educated to employees so that they work better with win-win policy. The last but not the least is retirement benefits to employees. It is opined that a fixed amount can be recovered from salaries and get accumulated and after retirement the interest on accumulation may be given as pension. Therefore in a nutshell it is to conclude that the Human resource policies in Andhra Pradesh State Road Transport Corporation are good and require slight refinement.