CHAPTER FIVE

SUMMARY, CONCLUSIONS AND SUGGESTIONS
In this chapter, a brief summary and conclusions of the chapters discussed earlier are provided. The various suggestions are also given in this chapter.

**SUMMARY & CONCLUSIONS**

**Chapter I - Introduction:**

1.1 Tirumala Tirupati Devasthanams is located at Tirupati as well as on the Hill known as 'Tirumala' the abode of Lord Venkateswara. Lord Venkateswara is being worshipped by the devotees hailing from almost all over India.

1.2 It is estimated that on an average 25,000 to 30,000 pilgrims throng the shrine and pray the Lord's blessings daily. Tirumala Tirupati Devasthanams employs nearly 6,300 persons in 195 cadres and in 35 Departments/Sections/Institutions, etc. The Tirumala Tirupati Devasthanams run a number of institutions catering to the varied needs of not only of the pilgrims who visit the temple, but also of local public and of its employees (for example medical, public health, educational, cultural, religious, etc.).

1.3 According to the latest information available the annual income of Tirumala Tirupati Devasthanams has reached a high level of Rs.50.86 crores. Its annual expenditure is estimated at Rs.38.65 crores. It holds assets valued at Rs.150 crores. In addition to this it has bank deposits worth Rs.47.97 crores.
1.4 The administration of the Tirumala Tirupati Devasthanams is headed by 'Tirumala Tirupati Devasthanams Board'. There is a Management Committee, an Executive Officer, and a number of employees working under the control of the Board. As stated already, there are 35 Departments functioning under the control of the Tirumala Tirupati Devasthanams Board. The Tirumala Tirupati Devasthanams Board, in its turn, is under the overall administrative control of the Government of Andhra Pradesh.

1.5 The personnel management of Tirumala Tirupati Devasthanams employing more than 6,000 personnel carrying on manifold activities is indeed a stupendous task. It is true that there are a number of manuals, codes prepared, wherein several procedures, principles, practices, etc., are laid down for administering these personnel. But they are mostly patterned after Government of Andhra Pradesh rules and regulations, orders and instructions issued from time to time. They are not modelled after the modern personnel management philosophy, tenets, procedures and practices. It is with a view to study these problems of personnel management in Tirumala Tirupati Devasthanams thoroughly and suggest suitable ways and means to place it on modern lines, that this study is undertaken.

1.6 A number of studies dealing with various aspects of Tirumala Tirupati Devasthanams, like those of C.Anna Rao,
P. Sitapati, S. Krishnaswamy Iyengar, V. Srinivasa Rao, S. Subbaramaiah, M. Rama Rao, T. K. T. Vir Raghavacharya, K. Kama-
lanathan, N. Rameshan, S. Subramanya Sastry, R. G. Rama Devi, Y. Krishna Bhaskar Rao are there already. But none of these
studies has dealt with personnel management in Tirumala Tirupati Devasthanams in its greater depths. It is this
vacuum that has motivated the researcher to take up this research work.

1.7 The objects of conducting this study is to probe deep into the various problems of personnel management in Tiru-
mala Tirupati Devasthanams and to identify its various deficiencies, gaps, limitations, etc. and to suggest feasible ways and means to improve its functioning and place the whole gamut of personnel management on a viable footing.

1.8 The scope of this present study is confined to the following only. Manpower planning, organisation and de-
development, recruitment, induction or orientation programme, personnel policies and programmes, placement, job evaluation, wages and salary administration, employee-training programmes, promotions, transfers, employees' welfare pro-
grames, incentives for employees, code of discipline, employee-participation in management, performance appraisal programmes, communication systems and channels, grievance handling, disciplinary action, discharge/termination/suspension/
dismissal, job satisfaction, industrial health and safety, social relations between management and employees, personnel records and overall evaluation.

1.9 The period of this study is confined to ten years ranging from 1975-76 to 1984-85.

1.10 The methodology of the research study consists of data collection from primary as well as secondary sources. Two sets of questionnaires are also prepared to elicit first hand information from the supervisory and non-supervisory respondents on various problems (listed out already) facing the Tirumala Tirupati Devasthanams in the arena of personnel management.

1.11 For the purpose of conducting interviews with the help of questionnaires, 10 per cent of supervisory and non-supervisory staff are chosen on stratified random sampling basis. Altogether 25 supervisory and 600 non-supervisory staff members are chosen for interviews.

1.12 Some statistical techniques and tools such as, Linear Growth Rate (LGR), Compound Growth Rate (CGR), Equations, 'T' tests, etc., were employed to test the validity of some of the analysis and conclusions arrived at.

1.13 The hypothesis of the present study consists mainly of the theme that there are no scientific principles and
practices of personnel management adopted in Tirumala Tirupati Devasthanams and what is done at present under the name of the personnel management, is entirely based upon Government rules and regulations in vogue right from the British Government days. Another hypothesis is that there is a wide spread resentment, dissatisfaction and frustration among the employees with regard to several personnel management principles and practices adopted in Tirumala Tirupati Devasthanams and there is a great urge among the employees to adopt systematic and scientific management principles and practices in Tirumala Tirupati Devasthanams.

1.14 The whole thesis is presented in five chapters, Chapter-I dealing with all introductory aspects, Chapter-II dealing with the profile of Tirumala Tirupati Devasthanams, Chapter-III dealing with the various aspects of personnel management in Tirumala Tirupati Devasthanams, Chapter-IV dealing with various problems of personnel management in Tirumala Tirupati Devasthanams, Chapter-V containing summary, conclusions and suggestions.

1.15 The importance of the study is limited by certain information gaps, as most of the information sought for this research study from various respondents is more or less purely of a personal and highly delicate nature.
Certain information is not forthcoming, for reasons best known to respondents themselves. However, the researcher has made every conceivable attempt to collect and incorporate in this thesis as much data as possible.

1.16 The significance of the study lies in the fact that it is the first research based study on personnel management in Tirumala Tirupati Devasthanams, where a number of problems of personnel management facing the Tirumala Tirupati Devasthanams are highlighted and feasible suggestions are given. Hence, the researcher felt that the various analysis, findings, suggestions and conclusions drawn by him in the course of this study will be definitely of great use to all those who are interested in personnel management in Tirumala Tirupati Devasthanams.

1.17 Personnel management in Tirumala Tirupati Devasthanams is in fact a wide spectrum of activities dealing with a multitude of problems facing in the course of manpower management of more than 6,000 employees. This study is a macro level study dealing with entire spectrum of personnel management in Tirumala Tirupati Devasthanams. Future researchers can take up any number of micro level studies dealing with the various detailed aspects of personnel management in Tirumala Tirupati Devasthanams.
Chapter II - A Profile of TTD:

2.1 Tirumala Tirupati Devasthanams is situated in Tirupati and Tirumala in Chittoor district of Andhra Pradesh. The history of the temple at Tirumala can be traced back to the Vedic times. A number of inscriptions available in and around Tirumala and Tirupati as well as a number of scriptures indicate the history of the temple of Lord Venkateswara at Tirumala. The first mention of the temple on the Hill is to be found in an inscription attributed to 970 A.D. In addition to the main temple of Lord Venkateswara there are also a number of other small places which are visited by the pilgrims thronging the shrine every day in thousands. A number of festivals are conducted in the temple of the Lord every day according to a very rigid schedule of offerings and prayers.

2.2 The administration of the temple had come under the purview of the Government, only under the Religious and Endowments Act of 1863 for the first time. The said Act had been amended on several occasions. It is the TTD Act of 20 of 1979 that regulates the administration of Tirumala Tirupati Devasthanams at present.

2.3 The management of Tirumala Tirupati Devasthanams which was vested with the local chieftains had changed hands several times along with the various changes that
took place in the political structure of the erstwhile State of Madras and the present State of Andhra Pradesh. At present as stated already the management of Tirumala Tirupati Devasthanams is vested with the Tirumala Tirupati Devasthanams Board which is assisted by management committee and a number of officials working under its administrative control. The management, administration and organisation of Tirumala Tirupati Devasthanams is subject to the various guidelines issued by the Government of Andhra Pradesh from time to time through various enactments of Andhra Pradesh State Legislature.

2.4 The Tirumala Tirupati Devasthanams Board, the highest authority of administration of Tirumala Tirupati Devasthanams is headed by a Chairman and consists of twelve members with provision for representation to women and persons belonging to schedule castes, members of State Legislature etc. The Board will lay down the guidelines of the policies to be followed in Tirumala Tirupati Devasthanams, of course, within the frame work of the TTD Act 20/1979.

2.5 The Management Committee of the Tirumala Tirupati Devasthanams is presided over by the Chairman and consists of two ex-officio members (Executive Officer and Commissioner of Endowments) and two other members of the Tirumala Tirupati Devasthanams Board nominated by the Andhra Pradesh State Government.
2.6 The main objectives of the management of the Tirumala Tirupati Devasthanams are: providing all facilities to the devotees who visit Tirumala, maintaining the religious sanctity of the Tirumala temple, and preaching Hindu religion. In order to achieve the above objectives a vast network of departments/institutions/sections, etc. has been built up by the Tirumala Tirupati Devasthanams during the last several years. A good number of temples are maintained by the Tirumala Tirupati Devasthanams. This is an important part of its activity. All other activities are complementary and supplementary to this activity. In fact, a good number of activities do not strictly come under the purview of the objectives laid down, but they are taken up with a philanthropic attitude.

2.7 The Executive Officer is the kingpin of the day-to-day administration of Tirumala Tirupati Devasthanams. He is vested with vast powers, authorities, responsibilities, duties, etc. He is assisted by two Joint Executive Officers, Financial Adviser & Chief Accounts Officer, Chief Accounts Officer, Deputy Executive Officers, and a number of other officers.

2.8 There was a tremendous growth in the organisation and activities of Tirumala Tirupati Devasthanams during the last decade in particular. In 1976 there were only 18 Departments, but by the end of 1985 the total number
of departments in Tirumala Tirupati Devasthanams has reached a high level of thirty five. A number of new posts were created during the last ten years. With an ever increasing flow of pilgrims to Tirupati and Tirumala the strength of the staff has increased, along with this increase of staff, a number of problems also have cropped up with regard to the management of these personnel. In 1933 there was one Commissioner and three Peishkar cadre officers and other hundred employees working in Tirumala Tirupati Devasthanams. But by 1984-85 the total number of employees had increased to a level of 6,300.

2.9 In the year 1975-76 the total amount of wages and salaries paid in Tirumala Tirupati Devasthanams was Rs.173.99 lakhs. By the end of 1984-85 it had reached a high level of Rs.756.56 lakhs.

2.10 The total amounts of capital receipts and revenue receipts in the year 1975-76 were computed at Rs.455.69 lakhs and Rs.633.97 lakhs respectively. By the end of 1984-85 the capital receipts and revenue receipts of Tirumala Tirupati Devasthanams have increased to Rs.1944.52 lakhs, Rs.1957.34 lakhs respectively.

2.11 The capital payments and revenue payments of Tirumala Tirupati Devasthanams in 1975-76 were computed at Rs.133.89 lakhs and Rs.570.56 lakhs respectively. By the
end of 1984-85 they have gone up to Rs.1566.71 lakhs and Rs.1841.86 lakhs respectively. It is evident from what is stated above that Tirumala Tirupati Devasthanams has established a remarkable growth in terms of its resources, expenditure, assets, staff employed and also various activities during the last decade. Similarly we find a tremendous growth in the number of departments, institutions and organisations run by it, during the last ten years. All this array of statistics speak volumes about the need for having personnel management on modern lines in Tirumala Tirupati Devasthanams.

Chapter-III - Personnel Management in TTD

3.1 Tirumala Tirupati Devasthanams is engaged in multifarious activities and employs a variety of persons with varied types of skills, proficiency, expertise, capacity and calibre, etc. There are thirty five departments/institutions/sections, etc., wherein roughly 6,300 employees are engaged. There is no personnel department as such to look after the personnel problems, service conditions and complaints with regard to rules and regulations, etc. At present all these things are taken care of by the establishment sections (general and technical).

3.2 All the Archakas in Tirumala Tirupati Devasthanams temples are classified into two categories viz., (i) paid Archakas; (ii) hereditary Archakas (Mirasidars) who are
entitled to a share in the offerings made to the Lord, according to certain statutes as well as customs and conventions etc., and they are not the paid employees of Tirumala Tirupati Devasthanams.

3.3 All service matters of employees in Tirumala Tirupati Devasthanams are regulated in accordance with the various provisions laid down in the Government Orders, Manuals and Codes, etc. issued from time to time by the State Government of Andhra Pradesh. Prominent among them are A.P.State and Subordinate Rules; Civil Service Rules; Disciplinary Proceeding Rules; Civil Services Conduct Rules, etc.

3.4 All matters relating to manpower planning, organisation and development are dealt with by the establishment sections in Tirumala Tirupati Devasthanams. The proposals received from various heads of departments/institutions/sections, etc. are taken into consideration while arriving at decisions in these matters. The Deputy Executive Officer (Services) examines all these proposals and forwards the same to Joint Executive Officer and Joint Executive Officer, in turn, will forward the proposals to the Executive Officer and Executive Officer, in turn, places all these proposals before the Management
Council of Tirumala Tirupati Devasthanams for final decision, of course, with necessary recommendations of the officials concerned at different stages in the process. If Tirumala Tirupati Devasthanams wishes to create any additional post it should get prior sanction from the Government of Andhra Pradesh.

3.5 The policy of recruitment followed in Tirumala Tirupati Devasthanams is based upon the recruitment policy adopted in G.O.Ms.No.1350, Revenue (Endowments-II), dated 2-8-1978 of Government of Andhra Pradesh, of course, adequate consideration is given to various constitutional provisions, directives and principles, etc., while arriving at final decision in all the matters of recruitment. (1) Direct recruitment; (2) recruitment through promotion; (3) recruitment through deputation from the State Government are the three important sources of recruitment in Tirumala Tirupati Devasthanams. In the matter of direct recruitment advertising in leading newspapers and assistance from employment exchanges are resorted to. A duly constituted selection committee consisting of members of the Management Committee, Executive Officer, some independent expert members will conduct the interviews and prepare a final list of candidates selected for appointments. All important posts like Executive Officer, Joint Executive Officer, Deputy Executive Officer, Chief
Engineer, Vigilance & Security Officer, Financial Adviser & Chief Accounts Officer, Chief Accounts Officer, Law Officer, etc. are filled up through deputations only from the State Government of Andhra Pradesh. It will be interesting to know that there is one venerable exception to the normal rules of recruitment i.e., the inmates of Balamandir (an orphanage run by Tirumala Tirupati Devasthanams) need not appear for written tests, interviews, etc., and need not be sponsored by employment exchanges. They are directly absorbed in Tirumala Tirupati Devasthanams service befitting their educational qualifications.

3.6 There is no specific induction or orientation programmes as such in Tirumala Tirupati Devasthanams. The senior employees will acquaint the fresh recruits with all the needed work ethics, rules, regulations, code of conduct and procedures to be followed, etc.

3.7 There are no specific procedures, principles for placement of employees in Tirumala Tirupati Devasthanams. The services of the employees engaged in the administrative wings and executive wings are interchangeable.

3.8 Similarly there are no particular procedures for job evaluation adopted in Tirumala Tirupati Devasthanams. The employees posted on the Hills are paid
Hill Allowance of 10 per cent of their basic pay considering the arduous nature of their job on the Hills.

3.9 The procedure adopted for wage and salary administration is as follows. Every section/department/institution prepares the wages and salary bills. After due auditing by the pre-audit section, and thorough verification by the accounts section the bills are passed. Cheques are issued to the respective departmental heads for final disbursement of wages and salaries. Contributions made towards General Provident Fund, Group Insurance Scheme and recovery of losses if any caused to Tirumala Tirupati Devasthanams, recovery of festival advances to employees, loan recoveries, recovery of excess salary paid, dues to co-operative stores, recovery of fines imposed, recovery of rents, incidental charges and amounts directed by the Court to be recovered are the statutory deductions made from the salaries of employees. The non-statutory deductions are LIC premia, loan instalments due to co-operative employees bank and any deduction which the management has agreed on the request of the employees.

3.10 For the purpose of promotions, all the posts in Tirumala Tirupati Devasthanams are broadly divided into two categories, viz., selection posts and non-selection
posts. Seniority is the only criterion for promotions. In case of selection posts, seniority, efficiency, output of work, rectitude of conduct are the criteria for promotions. While filling up selection posts, performance in the interviews, qualifications, experience, knowledge, understanding of the problems, leadership quality are given due weightage.

3.11 Transfers of employees in Tirumala Tirupati Devasthanams are effected in accordance with the broad principles that have been laid down by the State Government of Andhra Pradesh from time to time. Employees are transferred on several grounds. For example, on administrative grounds, on disciplinary charges, request of the employees, over staying in a particular place, wife and husband working in different places, punitive measures, on promotions, etc.

3.12 There are a number of employee-welfare programmes in Tirumala Tirupati Devasthanams. They are lumpsum grants for purchase of books by the children of Tirumala Tirupati Devasthanams employees; tuition fee reimbursement; reimbursement of hostel expenditure; Tirumala Tirupati Devasthanams employees welfare fund scheme; houses on hire purchase scheme and allotment of house sites; medical reimbursement; and providing rain coats, slippers, shawls to employees working at Tirumala.
3.13 The management of the Tirumala Tirupati Devasthanams does not have any well established, planned and organised employees training programmes. What is done at present in this matter is that some employees working in Health & Medical Service are deputed for training to the local Medical College Hospitals.

3.14 The rules and regulations laid down in Andhra Pradesh Civil Services (Conduct Rules) 1958 are applicable in toto to all the employees of Tirumala Tirupati Devasthanams. According to these rules, all the employees are expected to be devoted to their duties and should not behave in a manner which is detrimental to the interests of Tirumala Tirupati Devasthanams. They should not join in any political organisations. They should not also participate in strikes and demonstrations. They are also barred from engaging themselves in trade, business, industry or any other employment without prior permission of the management of Tirumala Tirupati Devasthanams. They are also prohibited from criticising the Government policies by running to the press or public for vindication of their grievances.

3.15 There is no opportunity for employees of Tirumala Tirupati Devasthanams to participate in the management
of Tirumala Tirupati Devasthanams. As there are no employee participation schemes in management in Tirumala Tirupati Devasthanams, there is a persistent demand from the employees for introduction of employee participation in management schemes in Tirumala Tirupati Devasthanams. But no action has been so far initiated in the matter.

3.16 The immediate superior officers will record their impressions on the performance of their subordinates working under their administrative control and supervision. It is only when adverse remarks are passed that these remarks are communicated to the individuals concerned and their views on the same are called for. Except what is stated above, there are no systematic performance appraisals or employee rating programmes in Tirumala Tirupati Devasthanams.

3.17 All important communications in Tirumala Tirupati Devasthanams are passed on to the employees through circular letters. Display of notices on the notice boards, group discussions and some other popular methods of communications are not resorted to in Tirumala Tirupati Devasthanams.

3.18 Grievance handling procedure adopted in Tirumala Tirupati Devasthanams is as follows. An aggrieved employee can report his grievance to his immediate superior.
He can also represent his grievance to the Welfare Officer, Tirumala Tirupati Devasthanams. The Welfare Officer can call for the necessary records, examine the whole case and redress the grievance of the aggrieved. In case, the aggrieved party is not satisfied with the decisions arrived at by his immediate superior officer or Welfare Officer he can go in an appeal to the Executive Officer, Management Committee, Board, Government, Court (in the order of succession). The aggrieved party can also present his grievance through union office bearers.

3.19 The procedure adopted in the matter of administering discipline among the employees is as follows. The rules and regulations laid down in the Civil Services (Conduct Rules) form the basis for this purpose. Whenever any employee is found to be guilty on any count of misconduct, misbehaviour, dereliction of duties, etc., his immediate superior officer will report the same to the Executive Officer through proper channel of hierarchy. After calling explanation from the delinquent employee and after examining the necessary evidence the erring employee is awarded with a punishment in accordance with the C.C.A. Rules 1963. All punishments are classified into two categories (i) minor punishments; (ii) major punishments. Minor punishments are censure; withholding of increments; withholding of promotions; recovery from pay; fine; and suspension, where a person has
already been suspended under Rule 13(1) to the extent considered necessary. Major punishments are: dismissal, removal and reduction in rank. Dismissal is a greater punishment and once for all bars the entry of the dismissed employee in Tirumala Tirupati Devasthanams' service at any time in future. But removal shall not impose any such disqualification on the employee removed from service. He can reenter Tirumala Tirupati Devasthanams service. For awarding all these punishments what is necessary is, conducting necessary enquiry and establishing that the employee is guilty of the offence. The delinquent official may prefer an appeal to the higher authority over the decisions arrived at by the Enquiry Officer. The exceptions to this rule are: in case of employees dismissed, removed or reduced in rank on criminal charges, and where it is felt that it is not expedient to conduct such an enquiry in public interest. This power can be exercised only by the President or the Governor.

3.20 The Andhra Pradesh Leave Rules, amended upto date are applied to the employees of Tirumala Tirupati Devasthanams for regulating their privileges and availing of leave facilities. The Tirumala Tirupati Devasthanams employees are entitled to the following types of leave facilities, Casual Leave; Ordinary Casual Leave, Special Casual Leave; Earned Leave; Medical Leave; Special
Disability Leave; Study Leave; Maternity Leave; Hospital Leave; Extraordinary Leave; and Quarantine Leave.

3.21 The Andhra Pradesh Liberalised Pension Rules 1961 as amended upto date are applicable to all the Tirumala Tirupati Devasthanams employees. Tirumala Tirupati Devasthanams employees are entitled to the following types of pension benefits (1) superannuity pension, (2) retiring pension, (3) invalid pension, (4) compensation pension. Certain conditions have to be satisfied by the employees of Tirumala Tirupati Devasthanams for reckoning their service to qualify for pension.

3.22 Tirumala Tirupati Devasthanams employees are also eligible for payment of gratuity. The maximum amount of gratuity that can be paid to any employee should not exceed 12 months emoluments or Rs.24,000 whichever is lower. The Tirumala Tirupati Devasthanams employees are also entitled to the benefits of family pension. Family pension is paid to any of the following dependents of the deceased employee as per the rules laid down in Andhra Pradesh Pension Code, Wife/husband/son/unmarried daughter/minor brother/father/mother.
Chapter IV - Problems of Personnel Management

Profiles of Supervisory Staff-Respondents:

4.1 Sixty eight per cent of the supervisory staff-respondents are in the age group of 46-55 years; 20 per cent in 56 years and above and 12 per cent in the age group of 36-45 years.

4.2 Eighty eight per cent of the supervisory staff-respondents are men and 12 per cent are women.

4.3 Fifty six per cent of the supervisory staff-respondents are graduates; 20 per cent have professional qualifications; 16 per cent have P.G. qualification and 8 per cent matriculates.

4.4 Seventy two per cent of the supervisory staff-respondents are drawing pay and allowances of Rs.2501-3000; 16 per cent Rs.3001 and above; and 12 per cent are in 2001-2500.

4.5 Thirty six per cent of the supervisory staff-respondents have total experience of 21 years and above in Tirumala Tirupati Devasthanams; 48 per cent 16-20 years; another 16 per cent 11-15 years.

Profiles of Non-Supervisory Staff-Respondents:

4.6 A majority of the non-supervisory staff-respondents (54.3%) are in the age group of 36-45 years; 21.7 per cent 26-35 years; 17.7 per cent 46-55 years; 5.5 per
cent are in the age group of 56 years and above. A very few respondents, 0.8 per cent are in the age group of 25 years and below.

4.7 About 83 per cent of the non-supervisory staff-respondents are men employees and 17.5 per cent are women employees.

4.8 About 17 per cent of the non-supervisory staff-respondents are not able to read and write; 16.5 per cent have no formal education but they are able to read and write; 24.2 per cent matriculates; 8.2 per cent technical; 22.8 per cent graduates and the 11.6 per cent post-graduates.

4.9 Forty per cent of the non-supervisory staff respondents are in the pay range of Rs.501-1000; 34 per cent Rs.1001-1500; 13.3 per cent Rs.1501-2000; 10 per cent Rs.2001-2500 and 1.7 per cent Rs.2501-3000; the remaining 1.0 per cent are in the pay range of Rs.3001 & above interestingly they are all college teaching staff.

4.10 Hardly 3.3 Per cent (20 persons only) of the non-supervisory staff-respondents had experience outside Tirumala Tirupati Devasthanams. Among them 19 respondents (3.2%) had an experience of 1-5 years only outside Tirumala Tirupati Devasthanams and only one respondent (0.1%) had experience between 6-10 years.
4.11 Over 82 per cent of non-supervisory staff-respondents are ordinary members in the employees unions; 2.8 per cent hold offices also in the union and the rest of 14.9 per cent did not enroll themselves as members at all.

Problems:

4.12 There is no separate department for manpower planning, organisation and development in Tirumala Tirupati Devasthanams. All the functions of manpower planning organisation and development are looked after by establishment section (technical and general), which are under the direct control of the Dy. Executive Officer (Services). What is done at present in all these matters is considered to be very unscientific, disorganised and ill-planned.

4.13 The major sources of recruitment in Tirumala Tirupati Devasthanams are: employment exchanges, advertising through leading newspapers, inservice promotions, absorbing inmates of Balamandir, by deputation from Andhra Pradesh Government. The procedure followed for recruitment in Tirumala Tirupati Devasthanams consists of conducting preliminary scrutiny of applications, written tests, interviews, physical fitness tests, etc. 100 per cent of the supervisory and 84 per cent of non-supervisory respondents are satisfied with the existing procedure for recruitment. A few non-supervisory staff-
respondents (12%) who are not satisfied with the existing procedure, assigned the following reasons for their dissatisfaction - (1) recommendations have their own impact at the time of appointment and recruitment is not done strictly according to rules; (2) subject matter specialists and technical experts are not involved in the selection process; (3) Frequent changes in rules and regulations and the consequent confusion and dissatisfaction; (4) No separate agency to look after all matters connected with recruitment.

4.14 There are no specific induction or orientation programmes conducted in Tirumala Tirupati Devasthanams. A senior employee in the department is generally asked to acquaint the fresh recruits about the nature, functions, duties, responsibilities etc., of the jobs that are assigned to them. No particular information or reading material is given to acquaint them with their jobs.

4.15 There is no particular procedure followed for placement of the employees in Tirumala Tirupati Devasthanams. Very few respondents (8%) have stated that qualifications, experience, special knowledge, proficiency, training, etc., are taken into consideration at the time of placement. 30 per cent of the supervisory staff-respondents and 60 per cent of non-supervisory staff-respondents
expressed their dissatisfaction with the existing procedure of placement. The reasons for their dissatisfaction are (1) inexperienced employees without any special knowledge are placed in important posts and the claims of experienced people are ignored; (2) placement is not made according to the aptitude and abilities of the particular employees; (3) influence has its own role at the time of placement.

4.16 No job evaluation is done at present in Tirumala Tirupati Devasthanams. No specific weightages are accorded to different jobs in a scientific way and no remuneration is fixed for different jobs accordingly.

4.17 There is no separate department to look after wage and salary administration in Tirumala Tirupati Devasthanams. The accounts section in the administrative office looks after wages and salaries administration in Tirumala Tirupati Devasthanams. All payments towards wages and salaries are made through banks only. The amounts are credited in the respective accounts of the employees. Pay slips are issued only to a few categories of employees (employees in Devasthanams Press, Transport Department). Salaries and Wages are paid on the last day of every month. Usually there are no delays in the payment of salaries. The records concerned are shown to employees when called for.
4.18 There are no specific employees training programmes in Tirumala Tirupati Devasthanams conducted for the benefit of the employees, except in medical and health departments. The few employees who are selected for training are picked up purely on the basis of seniority. The selected employees are deputed to Central and State Government institutions for training as Tirumala Tirupati Devasthanams does not have any facility of its own for imparting training to its employees.

4.19 Promotions in Tirumala Tirupati Devasthanams are given to the employees purely on the seniority basis, merit is not considered, except in the case of a few selection posts. In the case of selection posts seniority cum merit is considered. While considering merit, confidential reports on the performance of the employees are considered. In the confidential reports assessment of the employees is made on the aptitude, mental stability, physical fitness, instinct of co-operation, leadership qualities, character, integrity, etc. It is alleged that the superior officer's mind rather than objective judgement is reflected in these reports. 20 per cent of the supervisory and non-supervisory staff-respondents are not satisfied with the existing criteria for promotion. The reasons for their dissatisfaction are: (1) merit is completely ignored; (2) wanton delays in promotions;
(3) to suit the whims and fancies of the higher officers inconsistent policies are followed in the matter of promotions; (4) limited promotional avenues; (5) influence plays a major role in determining promotions.

4.20 No rigid policy is followed in the matter of transfers of employees in Tirumala Tirupati Devasthanams. Transfers are effected (1) on promotion (37.5%); (2) as a resort of disciplinary measure (37.5%); (3) on the expiry of the prescribed tenure period (26.6%); (4) and also on some other considerations (17%). Most of the respondents (83% of supervisory as well as non-supervisory staff) are dissatisfied with the existing policies of transfers. The reasons for their dissatisfaction are (1) transfers are made purely on the basis of the whims and fancies of the top management and no particular policy of transfer is followed; (2) Normally transfers have to be effected only once in three years but several times employees are transferred even before the completion of three years and sometimes the employees are transferred thrice in a year; (3) frequent interference of superior officers in the matter of transfers.

4.21 No specific problems of any sort are reported in the process of implementation of the welfare programmes and conferring of benefits under the various welfare programmes in Tirumala Tirupati Devasthanams.
There are certain incentive schemes in Tirumala Tirupati Devasthanams such as (1) cash awards for watch and ward staff for restoring lost or stolen properties of the pilgrims; (2) sanctioning of advance increments for the help rendered by the employees to the administration, in the matter of affording protection to the properties of Tirumala Tirupati Devasthanams. A majority of the respondents (76% supervisory, 64.2% non-supervisory) are dissatisfied with the existing schemes of incentives in Tirumala Tirupati Devasthanams. The reasons for their dissatisfaction are (1) no consistency in the implementation of these incentive schemes; (2) no systematic way of implementation of the schemes; (3) no systematic administrative mechanism to identify the really deserving employees for awarding incentives; (4) incentives are sanctioned only at sporadic intervals; (5) incentives given to the employees in recognition of their meritorious services, integrity, etc., are not taken into account at the time of awarding promotions; (6) there is no proper communication and information service about the various incentives that are offered to the employees.

There is no separate Code of Conduct or Code of Discipline in Tirumala Tirupati Devasthanams. The Andhra Pradesh Civil Services (Conduct) Rules 1964 are
adopted in toto in Tirumala Tirupati devasthanams. Most of the respondents (100% supervisory and 89.2% non-supervisory) are satisfied with Code of Discipline that is implemented in Tirumala Tirupati Devasthanams. A few respondents who are dissatisfied with the existing Code of Discipline have reported that the Code of Conduct Rules are age old and not very much relevant to the present day conditions.

4.24 There are no employee participation in management schemes in Tirumala Tirupati Devasthanams. The employees unions are persistently demanding for implementation of such schemes.

4.25 Performance Appraisals are vogue in Tirumala Tirupati Devasthanams but they are not systematised. Assessment by the immediate superior and review of records of performance in the past are the two important methods followed in appraising the employees in Tirumala Tirupati Devasthanams. 60 per cent of supervisory as well as non-supervisory respondents felt that the performance appraisals in Tirumala Tirupati Devasthanams are biased, subjective and motivated. However a few respondents (24% supervisory and 22% non-supervisory) felt that the performance appraisals are dispassionate, objective and independent. Most of the respondents reported that performance appraisal records are shown to the employees. It is apparent that a majority of supervisory as
well as non-supervisory staff-respondents are not satisfied with the performance appraisal systems followed in Tirumala Tirupati Devasthanams.

4.26 Circular letters are the most popular means of communication to employees in Tirumala Tirupati Devasthanams. Notice boards, special bulletins published by Tirumala Tirupati Devasthanams, telephone, intercom, meetings, conferences, etc., are very rarely resorted to communicate with the employees. Most of the respondents (90% of the supervisory and 77% of the non-supervisory) are satisfied with the existing system of communication in Tirumala Tirupati Devasthanams. A few respondents who are not satisfied with the existing system of communications have furnished the following reasons: (1) a good number of communications are not reaching the employees working at lower levels; (2) the same old system of communications is followed in Tirumala Tirupati Devasthanams, modern systems of communications are not adopted at all.

4.27 The various parties involved in grievance handling at different levels in Tirumala Tirupati Devasthanams are - employee-immediate superior officer; employee-welfare officer and executive officer; employee-union/associations and Executive Officer; employee-welfare officer-union/association and the executive officer; employee-union/associations/executive officer-management committee/
Board/Government. No problems of any significance are reported to the researcher in the matter of grievance handling. A number of employees who have some grievances are not actually prepared to present their grievances to the Executive Officer. More so when their grievances are against their superior officers because of fear of victimisation.

4.28 In Tirumala Tirupati Devasthanams for the purpose of taking disciplinary action against its employees the procedure laid down in Andhra Pradesh Civil Service (C.C.A) Rules of 1963 is followed. The exact nature of disciplinary action to be taken against any employee depends on the gravity of the charge and the extent of the breach of Code of Discipline. The exact nature of punishment that is awarded to an erring employee depends on the offence committed by him. Recorded warning, censure, fine, stoppage of increments, suspension are the minor punishments, demotion, dismissal, discharge, termination, removal are the major punishments awarded to the erring employees. A large number of respondents (70% supervisory and 60% non-supervisory) are satisfied with the existing systems, procedures for disciplinary action in Tirumala Tirupati Devasthanams. The reasons furnished by the few respondents who are dissatisfied with the existing procedures are: (1) lack of uniformity and impartiality in giving punishments;
(2) influence, whims and fancies of officers playing a decisive role while arriving at a final decision in the matter; (3) offence being the same, more severe punishment given to employees in the lower cadres than to officers; (4) due weightage is not given to the explanation offered by the employee, while the superior officer conducting an enquiry; (5) softening of the attitude of the management towards the delinquent officials; (6) affording excessive protection to the erring employees.

4.29 The procedure followed for discharge/termination/dismissal and suspension of employees in Tirumala Tirupati Devasthanams is as follows - (1) after giving due notice calling for explanation of the employee; (2) after obtaining explanation and serving a final notice; (3) payment of compensation in lieu of notice; (4) without serving any show cause notice and also not paying any compensation (the last two methods are rarely resorted to). Most of the respondents (100% supervisory and 97.5% non-supervisory) are satisfied with the procedure adopted in this matter. A few respondents who are not satisfied adduced the following reason. Usual procedure for discharging employees is not followed often.

4.30 Most of the respondents (92% supervisory, 93.3% non-supervisory) are satisfied with their jobs. The reasons for job satisfaction cited by the respondents
are - good working conditions; get completely involved in the job; tactful disciplining; full appreciation of work done; management loyalty to staff; good wages; promotional avenues; sympathetic understanding of personnel problems; job security; and interest in work. The reasons for dissatisfaction advanced by some of the respondents are - monotonous work; unsatisfactory working environment; dissatisfied with work or achievement; non-co-operation from associates; under constant strain; no real rest at home; financial problems; treatment by superiors. A fairly large number of respondents (supervisory 92% and non-supervisory 78.3%) are satisfied with the treatment that is accorded to them by their immediate superior officer. The following reasons have been listed out for their satisfaction - praise and credit for the work done; treating subordinates as fellow human beings; allowing participation in decision making; delegation of responsibility and appreciation. The reasons furnished for the dissatisfaction with the treatment accorded to them by the superior officers by a minority of the respondents (8% supervisory and 21.7% non-supervisory) are - too much of bossism; not realising that subordinates can also give reasonable and practicable advice; unable to take spot decisions due to constant fury of their superior officers; not evincing adequate interest in the actual development of institutions/sections/offices, etc; inadequate knowledge
and improper understanding of the department/section/office by the officer.

4.31 Problems of industrial health and safety are relevant only to three departments of TTD viz., transport, press and canteen departments. A majority (80%) of the respondents in these departments expressed their satisfaction with the welfare measures implemented in their departments, to protect their health and provide safety to them (a) protection against health hazards; (b) disposal of wastes and affluents; (c) provision of adequate ventilation and temperature; (d) prevention of accumulation of dust and fumes; (e) provision of supply of suitable lighting; (f) prevention of over-crowding; (g) provision of first-aid appliances; (h) provision of adequate fencing around dangerous machinery; (i) attention of medical staff, physicians and nurses for the health care of workers; (j) advice on and supervision of the provision of the safety measures in the factory premises are the welfare measures adopted in Tirumala Tirupati Devasthanams in the matter of industrial health and safety.

4.32 A large number of respondents (68% supervisory, 81.2% non-supervisory) are not at all aware of any social relations existing between management and employees in TTD. But however a few respondents (32% supervisory, 18.8% non-supervisory) reported their awareness of social relationship between management and employees in TTD. The following are some of the activities leading to establishment
and maintenance of social relations between management and employees - attending cultural programmes of the personnel; attending marriage functions of the employees; attending the marriage functions of the officers; participation in sports and games of T.T.D; paying courtesy visits; attending mass dinners; attending the cultural and also religious functions of the others; any other activities; participating in sports and games along with other workmen; management personnel attending fellow workers marriage functions; and the union leaders moving freely with employees.

4.33 Service registers and confidential reports are the two personnel records maintained in TTD. All the supervisory staff-respondents (100%) and most of the non-supervisory staff-respondents (81.8%) are satisfied with the manner of maintenance of personnel records. The reasons furnished for the dissatisfaction by a few respondents (18.2% non-supervisory staff-respondents) in the matter are (a) inadequate attention being paid to the maintenance of service register books and rolls; (b) non-verification of entries in service registers by the responsible officers for a fairly long time; (c) improper recording of date of birth entries of employees, etc.

4.34 On an overall evaluation of the various aspects of personnel management in TTD, it is observed that 92% supervisory and 78% non-supervisory respondents are satisfied. The rest of the respondents (8% supervisory & 22% non-supervisory) are not satisfied.
SUGGESTIONS

The various suggestions given by a number of supervisory and non-supervisory staff respondents interviewed by the researcher in the course of this research study as well as a number of other suggestions gathered from various aspects on the subject dealing with problems of personnel management in Tirumala Tirupati Devasthanams as well as from a number of other officials and non-officials connected with the organisation/administration of Tirumala Tirupati Devasthanams are presented below. The researcher has his own views on various problems. He had arrived at his own suggestions for these problems. These suggestions also are presented below. Some of the suggestions given by a number of reputed authors on the subject found to be relevant to the theme chosen for this research study are also presented below.

Creation of a Separate Department of Personnel Management under the administrative control of a Personnel Officer

The administration of human resources being a primary function of the management transcending all other managerial functions, it has to be assigned a pivotal role. To relegate such an important function, is a retrograde step indeed. The Tirumala Tirupati
Devasthanams has not so far thought over the need for creating a personnel department with a qualified personnel officer to supervise, control and guide the activities of the same. The Executive Officer is overburdened with the administrative duties and responsibilities. There is no enough time for the Executive Officer to devote to the personnel management functions and activities, the serious attention it deserves.

Therefore, it is suggested that an independent Department of Personnel Management should be created so as to take care of all personnel matters. It should be equipped with adequate number of qualified and experienced staff, who have the requisite expertise, skills, understanding knowledge, training and experience in personnel management.

Manpower Planning, Organisation & Development

Adam Smith, who has enquired into the causes of The Wealth of Nations\(^1\) thought that only machines could increase market production. Later, Gunnar Mirdal had enquired into the causes of poverty of nations and came to the conclusion that lack of organisation of human resources is largely responsible for the back-

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wardness of the otherwise rich countries. Arthur Liu observed that "there are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the differences in human behaviour. However, even Adam Smith realised the non-market values of labour and, in fact, he favoured increased public education so that people could enjoy the non-market benefits of human capital. Alfred Marshall knew that human capital influenced a worker's earnings when he wrote that "we may define personnel wealth so as to include all those energies, facilities, and habits which directly contributed to making people industrially more efficient". But Marx undermined the value of human capital.

4. Human capital is defined as an individual's productive skills, talents and knowledge. It is measured in terms of the value of goods and services, produced. Lester, C. Thurow, investment in human capital - California - Wordsworth Publication Company, Inc. 1947, P.1.
Intensive economic analysis of human capital began recently with the works of Schultz\textsuperscript{7} and Gary S. Becker\textsuperscript{8} the writings of Clark Kerr Dunlop etc.\textsuperscript{9} Wilbert, E. Moore\textsuperscript{10}, Elton Mayo\textsuperscript{11}, etc., have greatly helped to understand the socio-economic implications of economic development obtained through the transformation of traditional economics into industrial economics. All these analysts have unanimously agreed on the supremacy of the human resources in promoting economic and industrial growth.

The concept of enterprise, essentially a human organisation, sees the machines as extension of the


human beings in the enterprise. David Meister emphasised that "technology is effective to the extent that men can operate and maintain the machines they design. So the primary task of the management is the creation of an environment in which the human resources and other physical resources of the enterprise can be effectively utilised. Mc.Gregor stressed this, when he pointed out that one of the major parts of the management is to organise human effort in the service of economic objectives of the enterprise.

It is suggested that a separate section or department of Manpower Planning, Organisation and Development shall be set up in Tirumala Tirupati Devasthanams to look after all the problems connected with human resources development, forecasting, organisation, training and development, etc., in Tirumala Tirupati Devasthanams.


The need for the creation of a separate department to look after these activities/functions can be very easily understood from the fact that there are more than 6,000 persons on the pay rolls in the Tirumala Tirupati Devasthanams, spread over mainly in thirty five departments/institutions/sections, etc., discharging varied types of functions/responsibilities/activities, etc., such as temple administration, medical care, education, finance, transport, dairy farm, production centres, canteens, press and publications, public relations, machinery, engineering, employees' welfare, forests, etc.

**Recruitment**

It is observed that there are no scientific policies/practices of recruitment followed in Tirumala Tirupati Devasthanams at present.

(a) Written examinations, followed by interviews should be conducted for the purpose of recruitment of employees in Tirumala Tirupati Devasthanams. At present rigid policy is not followed in this regard. Adhoc appointments are made initially for several posts and in course of time, all these appointments are regularised. This practice of adhocism in the matter of appointments should be stopped forthwith. The practice of regularising the services of these adhoc appointees, subsequently
by the management of the Tirumala Tirupati Devasthanams, without conducting any tests, written or oral, to assess their suitability and competence for the various posts in which they are appointed purely temporarily, also should be discontinued.

(b) It is suggested that preference shall be given, at the time of recruitment to various posts in Tirumala Tirupati Devasthanams, to the orphans brought up in Bala Mandir (orphanage) run by Tirumala Tirupati Devasthanams and also to the children of the Tirumala Tirupati Devasthanams employees, provided they have the requisite qualifications, etc. This will help in developing a greater sense of belongingness to the organisation, commitment, devotion, loyalty, a sense of security, etc., among the employees of the Tirumala Tirupati Devasthanams. This will have its own impact on the efficiency of services rendered by the employees of Tirumala Tirupati Devasthanams.

Direct recruitment to the services of the Tirumala Tirupati Devasthanams brings in new blood and freshness of outlook in the services.\textsuperscript{16} They are generally to be of good quality and calibre in discharging their duties.\textsuperscript{17}

\textsuperscript{16} Administrative Reforms Committee (1964-65, G.F.A. P.P. 67).

\textsuperscript{17} Ibid.
But the proportion of candidates recruited directly from the labour market to the Tirumala Tirupati Devasthanams service is very small.

It is suggested that Tirumala Tirupati Devasthanams should make direct recruitment for the posts which are now filled in purely by way of promotions. Percentage of direct recruitment can be evolved if it is sincerely attempted.

It is suggested that posting of too many IAS Officers should be avoided and persons who understand the spirit of the Tirumala Tirupati Devasthanams institution, in respect of rituals, customs and usages and have regard for vedas, sastras, etc. should be appointed as Executive Officers.

There are a good number of officers in the cadres of Peishkars and Deputy Executive Officers. The need for so many officers has not been scientifically studied and reviewed by the Tirumala Tirupati Devasthanams. Therefore, it is suggested that the present strength of Peishkars and Deputy Executive Officers should be revised and reduced to the minimum requirements.

**Induction or Orientation Programmes**

(a) At present no induction or orientation programmes based on any widely accepted principles/procedures/
practice are conducted for the benefit of the new recruits in Tirumala Tirupati Devasthanams. At the most, what is done at present is that a senior colleague in the department/section concerned will acquaint the new recruit with the modalities of the work assigned to him. It is observed that this cannot be the end of an orientation programme.

(b) It is suggested that all new recruits in Tirumala Tirupati Devasthanams shall be advised to undergo an extensive orientation or induction programme, wherein the new recruits are informed thoroughly about the philosophy of the management, objects, functions, duties, responsibilities, the image of Tirumala Tirupati Devasthanams, (financial human, technical, etc.) the problems, plans for further development of the organisation in general, and the avenues open for fresh recruits for promotion, professional growth and overall prosperity, happiness, peace and stability etc., in the organisation. This will enable them to look up to their organisation with a greater sense of pride and confidence. All the new recruits should be further well informed about the general working and living conditions of the employees, like working hours, shifts, work schedules, leave, holidays and also other benefits/privileges extended to the employees in Tirumala Tirupati
Devasthanams (such as superannuation benefits and other employee welfare programmes implemented in Tirumala Tirupati Devasthanams). This will definitely place the new recruits on a better psychological footing and provide them a greater sense of confidence, security, pride, privilege, happiness, contentment, etc. All these will have their own bearing on the quality and style of functioning and services of the new recruits.

(c) It is suggested that the induction programme shall be conducted in a phased manner, as explained below:

i) general orientation by the staff, personnel department;

ii) specific orientation by the job-supervisor or his representative;

iii) follow up orientation by either the personnel department or supervisor.

Placement

(a) The greatest problem facing a good number of organisations now-a-days is that of placement (placing the right man in the right job). Tirumala Tirupati Devasthanams is no exception to this. It will be no exaggeration to say that proper placement is an exception and misplacement is common in our country. A wrong man on a wrong job will mar the development and progress
of the organisation. Even as the right man on the right job will contribute to the organisational growth.

More often than not complaints are heard from the pilgrims who visit Tirumala about the discourteous treatment meted out to them by the employees. It is mostly because of wrong placement of employees in Tirumala Tirupati Devasthanams.

It is suggested that adequate care shall be taken of this aspect in Tirumala Tirupati Devasthanams. Suitable policies of placement should be evolved by equipping the personnel to be posted in their new assignments. With necessary skills providing incentives, developing the required aptitudes, conducting of proficiency tests and other screening operations will be of great help in this matter.

**Job Evaluation**

"Job Evaluation is a process of determining the relative work of various jobs within the organisation so that differential wages may be paid to jobs of difficult work".18

At present there is no proper job-evaluation systems, policies, and programmes in Tirumala Tirupati Devasthanams.

It is suggested that job evaluation systems should be introduced in Tirumala Tirupati Devasthanams. This will enable the management of the Tirumala Tirupati Devasthanams to derive the following benefits. It is high time, an expert committee should be appointed for this purpose by the Tirumala Tirupati Devasthanams management and scientific classification of different jobs being done on the ranking, grading of different cadres and posts and the emoluments to be paid in different cadres along with the superior subordinate relationship between different officers be determined on the basis of the recommendations of this committee.

1) Job evaluation helps in removing inequalities in existing wage structures and in maintaining sound and consistent wage differentials in Tirumala Tirupati Devasthanams.

2) In case of new jobs, the method often facilitates fitting them into the existing wage structures.

3) The method helps in removing grievances relating to relative wages and improves labour-management relations.

4) The method may lead to greater uniformity in wage rates, thus simplifying wage administration.
5) There is a demand from the employees union that a detailed work study should be undertaken for all the posts in Tirumalā Tirupati Devasthanams and recommendations of the works study team should be implemented by effecting necessary upgrading etc., of the posts.

This is really a good suggestion which should be taken up by Tirumala Tirupati Devasthanams immediately. The benefits of scientific job evaluation systems can be derived only when this suggestion is implemented with all the serious attention it deserves.

**Wages and Salary Administration**

It is suggested that schedules of recoveries under different heads should be prepared instead of incorporating the same in a consolidated fashion in the salary bill of Tirumala Tirupati Devasthanams. This will facilitate easy and speedy verification of the different entries with regard to the deductions made from the salaries of employees.

At present shoroffs (cashiers) working in Parakamani (where the counting of cash, etc., made as offerings in hundi is done) are paid a special allowance of Rs.75 (Rupees seventy five only) per month to compensate the risk they undertake in this job and for the
extra precautions and strain involved in the job. But Class IV staff working in Parakamani are not paid any such special allowance. Why there should be this discrimination, is not understandable. It is, therefore, suggested that class.IV staff working in Parakamani should also be paid this special allowance.

**Employees Training Programme**

(a) Employees Training Programme is another area which is very badly neglected in Tirumala Tirupati Devasthanams.

It is suggested that Tirumala Tirupati Devasthanams should aim at providing regular pre-job (pre-entry) and on the job-training (post-entry) facilities to all of its employees, working in different categories/cadres, etc. Each time, when an employee is promoted, he needs to be given training to enable him to be effective in his new post. While designing such training programmes for different categories of employees, at various levels it is essential to take a serious note of not only the present requirements but also the future needs of the employees.

(b) Employees Training Programme for the benefit of employees working at different levels in the organisation, it is true, will certainly land the Tirumala
Tirupati Devasthanams authorities in a huge drain of its resources as heavy expenditure. But it has its own plus points from the angle of human resources development in an organisation. Hence, it is suggested that Tirumala Tirupati Devasthanams authorities also should take up employees training programmes, not mindful of the huge expenditure involved. Tirumala Tirupati Devasthanams should regard this expenditure as an investment.

(c) Tirumala Tirupati Devasthanams authorities shall give a serious thought and come out with specific and time bound, action packed, and result oriented programmes of employee training, by planning and implementing programmes of deputing its employees, to reputed training institutes, academic and research organisations etc., such as I.I.T., N.I.T.I.E., I.P.M.R., Administrative Staff College, I.I.M.S., N.I.P.M., National and other Institute, etc., participation in their training programmes/refresher courses/sandwich courses, etc. in a phased manner.

In 1964-65, the Second Administrative Reforms Committee of the State Government, suggested the conducting of institutional and mid-career training programmes. This envisages the conducting of an institutional training programme for a period of three months for
the benefit of the employees. It is believed that these institutional training programmes would help the new recruits to get thoroughly acquainted with the actual procedures followed and the service rules, regulations in vogue, and the work methods, ethics, behaviour, etc., before actually taking up their tasks assigned to them in the respective organisations. The institutional training, especially to ministerial and lower executive staff, is quite essential to satisfy the "average citizen who come into frequent contact with the lower rungs of the administrative structures". As a mark of incentive, the committee recommended that the training period should be counted as part of probation. Secondly, for mid-career training programme a refresher training course for the employees at periodical intervals is suggested to improve the efficiency of the staff to exchange ideas and to keep abreast of up-to-date trends in the organisation, methods and procedures. It is, therefore, necessary to formulate a clear cut, far-sighted and comprehensive policy on these programme of training of employees by setting out objectives, principles and guidelines.

Promotions

(a) It is suggested that the criterion for promotion at lower levels should be seniority only.

(b) But, for posts requiring special skills, knowledge and high degree of efficiency, promotion should be based on merit, with some weightage for seniority. Merit should be determined by scientific performance-appraisal, systematic merit-rating and results of written and oral tests conducted specially for the purpose of promotion. Records of past performances of the employees have also to be considered for the purpose of determining merit promotions. Independent expert members may be appointed on the committee constituted to determine the candidates for merit promotion.

(c) At higher levels, merit alone should be the guiding factor.

(d) The post of Special Grade Deputy Executive Officer which was provided in the Tirumala Tirupati Devasthanams Act 20 of 1979 should be filled up without any further delay. In the Act itself it was stipulated that this post should be filled up by promoting one of the officers of the Tirumala Tirupati Devasthanams. Filling up this post will naturally act as a great stimulus and morale-booster for the officers working at lower levels. This will provide an opportunity to tone up the levels of efficiency, etc. of the lower level officers.
(e) Introducing the practice of building up self-assessment records of employees (by printing) an exhaustive self-assessment report, include therein various criteria of achievements/skills/aptitudes/potentialities of the employees with suitable ranking and skills at different levels and asking them to fill up the blank reports and submitting the same to the management of the Tirumala Tirupati Devasthanams. This report will be forwarded to the management by the superior officer with his comments. This forms part of confidential report. 20 With such a practice, it should be proper if the confidential report is called 'Performance Report'. 21 This is another suggestion which may be considered with all the seriousness it deserves. This practice is followed by some of the establishments, managements of industrial and business organisations in India. This is worthy of emulation in Tirumala Tirupati Devasthanams also.

(f) It is suggested that more promotional avenues should be created for personnel working in medical and health department of Tirumala Tirupati Devasthanams. Creation of selection grade posts and middle level


21. Ibid.
supervisory positions such as Deputy Civil Surgeons, Pharmacists Grade-I, Head Nurses and Nursing Superintendents, and Senior Sanitary Inspectors, etc., will fill up the void in this matter. This will also help in minimising the unpleasant consequences of stagnation of deserving candidates in lower level posts, with all the attendant frustration, despair, etc., on the part of the employees.

(g) It is observed that the promotional avenues for the diploma holders in Engineering Department of Tirumala Tirupati Devasthanams are limited in comparison to the prospects of professional growth for the Engineering Graduates. Graduates in Engineering are shown preferential treatment at the time of promotions from Assistant Engineer to Deputy Executive Engineer posts. This is causing a lot of heart-burning, resentment, frustration, despair and disappointment among the diploma holders working in Engineering Department of Tirumala Tirupati Devasthanams. It is, therefore, suggested that some reasonable ratio shall be fixed up between the diploma holders and engineering graduates, for the purpose of promotion to higher post in Engineering Department in Tirumala Tirupati Devasthanams, i.e., from Assistant Engineer post to Deputy Executive Engineer post.

(h) It is suggested that there should not be too frequent changes in promotion policies in Tirumala Tirupati
Devasthanams. When once a promotion policy is worked out, it should be experimented for sufficiently reasonable time. Too frequent changes in promotion policies will forfeit the confidence of the employees. It may even cause bitterness of feelings, misunderstandings and suspicion among the employees (particularly among those who are eligible for promotion).

(i) Almost all the higher level supervisory officers' posts (i.e. Executive Officer, Joint Executive Officer, Deputy Executive Officer, Financial Adviser & Chief Accounts Officer, Chief Accounts Officer, Educational Officer, etc.) in Tirumala Tirupati Devasthanams are filled up by deputation from Andhra Pradesh State Government, with a few I.A.S. and other cadre officers. This is, indeed, a very unhealthy practice, from the viewpoint of building up morale of the employees of Tirumala Tirupati Devasthanams. It is, therefore, suggested that this practice of deputation shall be given a decent burial and all the higher level supervisory officer posts also shall be filled up by promoting Tirumala Tirupati Devasthanams employees, who are found suitable for the job. This will certainly boost up the morale of the employees working within the Tirumala Tirupati Devasthanams organisation.
(j) There is a demand from the employees union that all Class-IV staff (attenders) etc., may be promoted to the posts of Record Assistants, Lower Division Clerks, Typists, etc., whenever vacancies arise and provided Class-IV staff are found to be eligible for such posts (possessing necessary qualifications, etc). This is really a good suggestion worth implementing. In fact, this will work as a great incentive for employees working in lower cadres to improve their qualifications and avail all the facilities of promotional avenues.

It is observed that selection grade posts in some of the administrative cadre posts are created in Tirumala Tirupati Devasthanams, to provide an incentive to the officers who are getting stagnated in their present posts for want of vacancies in the immediate higher posts. It is suggested that the same logic may be extended to the case of Class-IV staff also. Special adhoc promotions may be given to Class-IV employees by creating selection grade posts. This will work as a great incentive to tone up the levels of loyalty, commitment and earnestness among Class-IV staff.

It is suggested that following measures may be undertaken in Tirumala Tirupati Devasthanams Transport Department in order to create some incentives to the
staff working in these departments. Increasing the strength of the staff in this department, which will be in proportion to the vehicular strength. By implementing this suggestion, the Transport staff will be relieved of over burdening of work.

Separate posts of mechanical and artisan chargemen may be created and filled up. This is in fact one of the demands of the employees of transport staff presented to the management of the Tirumala Tirupati Devasthanams.

The promotions available in Radio and Broadcasting Department are reported to be very limited. There is a demand from employees also that promotional avenues to staff should be provided as there are graduates in this department for the last ten years without promotions. It is suggested that the demand of the department may be considered by the management of the Tirumala Tirupati Devasthanams.

Transfers

(a) It is suggested that the Tirumala Tirupati Devasthanams should evolve a consistent policy with regard to transfers and should follow it scrupulously.

(b) It is suggested that a minimum period of three years should elapse before any employee is transferred to another department/institution, etc.
(c) It is further suggested that employees who work in Sri Vari Temple, 'Q' Complex, Central Reception Office and Choultries should be transferred once a year so that all the employees get an opportunity to serve the main temple at Tirumala.

(d) It should be ensured that transfer of employees be effected before the academic session of the colleges/schools and other educational institutions begin so that the planning and organisation efforts of the children of the employees of Tirumala Tirupati Devasthanams may not be disrupted. This shall be the motto of transfers as far as possible. Of course, sometimes transfers will be effected during the mid-academic session also in public interest and administrative convenience in a large measure. This shall be allowed.

Welfare Programmes

The facility of provision of coconut oil, soap and shoes to all the canteen workers was extended previously but withdrawn recently. Hence, there is a demand from the union to revive this facility. The demand of the union is quite reasonable and therefore it is suggested that this facility is again extended to all the canteen workers.
It is further suggested that the canteen workers may be provided with duly furnished rest room exclusively for their use. There is demand from workers that a first aid unit may also be added in this room for the benefit of the canteen workers.

Another suggestion which deserves a mention here is that workers working in the Liquid Petroleum Gas Section in Tirumala Tirupati Devasthanams canteens should be supplied with adequate and satisfactory safety equipments.

There is a demand from the canteen workers that they should be provided with uniforms. It is suggested that demand of the workers may be complied with. This is done in the canteen maintained by several large scale organisations.

There is a demand from the employees union that the management of the Tirumala Tirupati Devasthanams should provide the necessary furniture, secretarial assistance, and other infrastructure requirements for carrying on union activities effectively.

This is done by most of the enlightened managements at several places not only abroad but in our country also. This is quite a reasonable demand which deserves to be implemented without any delay in the larger interests of maintaining cordial employer and employee relationship.
The employees union in Tirumala Tirupati Devasthanams has been demanding from the management, the following facilities:

(a) Supply of free diet to the in-patients admitted in the Central Hospital of Tirumala Tirupati Devasthanams, Tirupati.

(b) Arranging the deputation of specialists from S.V. R.R. Hospital, Tirupati, at least once in a week to the Tirumala Tirupati Devasthanams Central Hospital for the benefit of the Tirumala Tirupati Devasthanams employees.

(c) There is a demand from employees working in health department of Tirumala Tirupati Devasthanams that a separate risk allowance of Rs.50 should be paid to the Malaria Mazdoors. It is suggested that this demand may be compiled with by the management.

(d) It is suggested that some buses may run between Tirumala and Tirupati exclusively for the benefit of employees working at Tirumala and residing at Tirupati. The employees union has also presented this demand to the management for consideration.

(e) There is demand from the employees union that rent free quarters should be provided to all staff Nurse/A.N.M. and F.N.Os working in Medical Department
in Tirumala Tirupati Devasthanams. It is a very reasonable suggestion which deserves serious consideration by the management.

(f) The employees of Tirumala Tirupati Devasthanams are urging the management to give preferential treatment to the children of retired Tirumala Tirupati Devasthanams employees in the matter of appointment of work charge establishment. This is a good suggestion which can be taken up by the management for implementation.

(g) The Leave Travel Concession facility at present is extended to non-teaching employees only, but not to teaching staff employed in educational institutions run by Tirumala Tirupati Devasthanams. The Tirumala Tirupati Devasthanams management is unable to give convincing reasons for failing to extend Leave Travel Concession facility to the teaching staff. This facility is given by the Andhra Pradesh State Government also to the teaching staff of Government Educational Institutions. Therefore, it is suggested that this anomaly should be rectified urgently and the Leave Travel Concession facility should be made available to teaching staff employed in educational institutions of Tirumala Tirupati Devasthanams.
(h) In several public and private sector organisations, as part of the employee welfare programmes, a concessional rate of interest at 4 per cent per annum is charged on house building loans sanctioned to their employees. The Tirumala Tirupati Devasthanams employees are also urging the management to extend this concession to them. In this connection, it may be mentioned that Tirumala Tirupati Devasthanams at present is charging 8 per cent per annum as rate of interest on the house building loans sanctioned to its employees. It is suggested that the facility of charging concessional interest rate at 4 per cent should be made available to the employees of Tirumala Tirupati Devasthanams.

(i) It is suggested that all the attenders working in the executive line may be provided with rain coats, chappals, and umbrellas etc., to protect themselves against the vagaries of nature.

(j) It is observed that vehicle loans are sanctioned to employees working in Class-III and above cadres, but not to Class-IV employees (attenders, etc.). It is suggested that the facility of sanctioning of vehicle loans may be extended to Class-IV employees also.
(k) It is suggested that the employees performing duty in the forest area may be supplied with hunting shoes as a safety measure.

(1) It is suggested that employees working in forest department may be provided with cleaning material such as soap, coconut oil, towel, etc. They may also be given rain coats. It is suggested that shelters in all duty spots may be provided to security staff so as to provide them protection from the exposure of nature.

**Incentives for Employees**

In some of the Central Government and State Government Departments and Government run organisations, etc., advance increments are sanctioned to meritorious employees. Similarly, merit promotions, bypassing other senior employees who rank in the senior's list are given. In some of the Government owned organisations/departments awards/incentives, etc., are paid in cash also. Momentos are also presented. Certificates of merit are also issued. Entries are made in the service records of the employees recording the meritorious services rendered by the employees. All these efforts will go in a long way in boosting up the morale of the employees and toning up the level
of the efficiency of the employee, the overall output of the employees, and the quality of service, etc., in the Government. It is suggested that the management of the Tirumala Tirupati Devasthanams should also emulate these Central and State Government Departments/Organisations, etc.

**Code of Discipline**

Tirumala Tirupati Devasthanams at present is following Andhra Pradesh Civil Services Rules 1964. These rules are based upon the Code of Conduct evolved and the rules and regulations formed by the British Government, in the colonial era, prior to the attaining of independence. Several experts on administration apart from a large number of employees of Tirumala Tirupati Devasthanams have expressed an opinion that these rules, regulations and code of conduct evolved by British Government and simply adopted in toto by the Andhra Pradesh State Government and Tirumala Tirupati Devasthanams are quite out-dated, stale and are not in tune with the present day rules of the society, administration and government, and in the maintenance of cordial and harmonious employer and employee relations. Hence, it is suggested that the management of Tirumala Tirupati Devasthanams should scrap these rules, appoint an expert committee to conduct a thorough review of its
entire gamut of administrative machinery, superior-subordinate relations and employer-employee relations. The modern trend in organisational behaviour is the need for stepping up the morale and efficiency of the employees working at different levels in the organisation. It is suggested that a new Code of Conduct should be evolved for Tirumala Tirupati Devasthanams employees keeping in view of the various factors mentioned above. This will help in a large measure to establish a better climate of employer-employee relations in Tirumala Tirupati Devasthanams and tone up the morale and level of efficiency of the employees.

**Employees' Participation in Management**

Tirumala Tirupati Devasthanams management is a complex affair. Employees with rich experience in Tirumala Tirupati Devasthanams, whatever may be their cadre, will be enable to offer good suggestions to improve the quality, style and efficiency, etc., of the management. Unfortunately, the Tirumala Tirupati Devasthanams management has not paid any serious attention so far to this important aspect. Decisions are arrived at higher levels and non-supervisory staff as well as middle level executive are not even being informed, let alone being consulted.
Therefore, it is suggested that Tirumala Tirupati Devasthanams should set up joint consultative mechanism without any further loss of time; employees working at different levels should be involved in this process. Joint Departmental Councils, Joint Works Councils, and Joint Consultative Councils should be set up immediately with equal representation of employees and management in these different councils.

(a) The representatives of the employees for different councils shall be elected.

(b) These councils should meet at least once a month.

(c) All important matters connected with administration and welfare of the employees which are outside the purview of collective bargaining should be placed on the agenda of the meeting for discussion.

(d) Every effort should be made to implement the decisions arrived at in the meeting of their councils as far as possible.

(e) Where a decision arrived at the meeting of these councils is not implemented, necessary efforts should be made by the management of Tirumala Tirupati Devasthanams to inform the representatives of the employees, the reasons for not implementing. Wide publicity should be given to all the decisions arrived at in the course
of the meetings, and the information should be passed on through notice boards and also through circulars to all the employees working at different levels in the organisation.

(f) Necessary efforts must be made by the management of Tirumala Tirupati Devasthanams to provide as much information as possible to the members of the councils so as to enable them to have a more effective and meaningful participation in the meetings.

(g) Necessary secretarial, financial and other support should be given by the management of Tirumala Tirupati Devasthanams for the effective functioning of these councils.

(h) The employees and their union on their part should extend maximum support and encouragement for the effective functioning of these councils.

(i) Workers educational programmes should be taken up in a larger measure. This serves as a good prerequisite for the effective functioning of these councils.

(j) It is only when the Tirumala Tirupati Devasthanams management gives its whole hearted support, encouragement and co-operation for the effective implementation of these councils. Tirumala Tirupati Devasthanams
Joint Consultative Mechanism (employees participation management schemes) will be successful and all the avowed benefits of these schemes can be derived.

(k) Schemes of employee-participation in management can be implemented in Tirumala Tirupati Devasthanams at Board level also. One representative of the employees may be nominated on the Board of the Tirumala Tirupati Devasthanams (just like the nomination of worker directives on the Board of Directors of some of the companies in India and abroad). There is a persistent demand from a large section of the employees of Tirumala Tirupati Devasthanams for implementing this suggestion. In fact, this is one of the demands presented to the management of the Tirumala Tirupati Devasthanams through a memorandum submitted by the employee union to the Tirumala Tirupati Devasthanams management on 12-4-1985. It is high time that the Government of Andhra Pradesh should give a serious thought to this suggestion and amend the Tirumala Tirupati Devasthanams Act accordingly, providing for nomination of employees' representative on the Tirumala Tirupati Devasthanams Board.

**Communication Systems and Channels**

(a) It is suggested that the management should ensure that every circular reaches every employee working in Tirumala Tirupati Devasthanams Organisation, without fail.
(b) Large scale use of circulars, notice boards, special bulletins, meetings, intercom and other modern appliances of communication systems should be made in Tirumala Tirupati Devasthanams also to make its organisation of communication system more effective, meaningful and purposeful.

(c) It is further suggested that the management of Tirumala Tirupati Devasthanams should start a house magazine (like in some of the reputed companies) mostly to pass on all important, interesting and useful information to the employees.

**Grievance Handling**

It is observed that the grievances of the employees are presented to the Executive Officer of the Tirumala Tirupati Devasthanams (the Chief Executive of the Tirumala Tirupati Devasthanams organisation). Of course, through proper channel that is through the immediate superior officer or other higher officer in the organisational hierarchy by the aggrieved parties (grievants). When a grievant is not satisfied with the decision given by the Executive Officer, he can go in, in an appeal over his decision to the management committee, the Tirumala Tirupati Devasthanams Board, the Government of Andhra Pradesh and then to the Court of Law (as a last resort). Grievants are at
liberty to avail the services, and help rendered by the union at any stage, in this process. The Devasthanams Welfare Officer is also involved in this grievance handling process, at different stages. It is suggested that a new grievance handling procedure explained in detail below, may be adopted in future and following the present grievance handling procedure may be discontinued with immediate effect. It is always desirable that the employee should put his grievances in writing more often than not dissatisfaction expressed orally is evaporated in thin air.

The number of grievances represented to the management especially unsettled grievances, represent the continuing source of dissatisfaction. This will lead to unrest and may affect morale and efficiency of the organisation. As such, the management should not consider them as a nuisance, but as which may reveal the employees' feelings and the areas of dissatisfaction. It is suggested that formal grievance procedure is needed especially in an unionised organisations; and more so in Tirumala Tirupati Devasthanams. It is further suggested that such grievance procedure must be fair, must have adequate, clear and understandable.

provisions. It should also ensure speedy redressal. Complaints affecting one or more individual employees, in respect of wages and salary payment, leave, transfer, promotion, seniority, interpretation of service rules, dismissals and discharges, etc., should come under this procedure. The suggested formal grievance procedure is given in the Diagram No.5.1 in the next page.

At first stage, aggrieved employee should present his grievance to his section head. If the decision given by him is not satisfactory, then to Welfare Officer. If the grievance is not redressed still, the aggrieved employee has the option to represent to the Executive Officer with the help of the Union. Even at this stage, if the grievance is not redressed the grievance may be represented to the Management Committee, where an expert member services are also taken. Here, the Employees' Union Secretary may take up the issue under the provisions of Industrial Disputes Act 1947. After this, the grievance is represented to the Board and then to the Government of Andhra Pradesh. If the grievance is not settled even at this stage, the same could be taken up for final arbitration by the Court.

It is suggested that time limits are to be prescribed at each stage in the grievance procedure. The
Diagram showing the suggested grievance handling mechanism in TTD

Figure 5.1
procedure will cost the parties concerned in terms of time and energy. The fewer the steps required to find acceptable basis, the better it would be. One measure of the effectiveness of a procedure is the proportion of cases settled at each stage.23

**Disciplinary Action**

(a) It is suggested that rules with regard to disciplinary action should be followed rigidly whenever any disciplinary action is to be initiated against employees, irrespective of the cadre to which they belong and also not yielding to any pressures from any quarter i.e. from politicians, union office bearers, local leaders, etc. It is observed that at present a very lenient attitude is adopted in the case of employees working at higher levels. Rules are followed rigidly in the case of low paid employees. Deterrent punishment is awarded to them. It is not the nature and severity of offence that is taken cognisance of but the status of the employees in the organisational hierarchy of the Tirumala Tirupati Devasthanams that is given weightage, while finally awarding punishment. This is, indeed, a very unhealthy practice which should be dispensed with immediate effect.

(b) All matters connected with disciplinary action against employees of Tirumala Tirupati Devasthanams shall be handled by the Devasthanams Law Officer. It is observed that at present all these matters are handled by the Enquiry Officer, a regular employee of the Tirumala Tirupati Devasthanams (of Peishkar cadre who has no legal knowledge). The Law Officer, an Officer of the judicial service of the State Government (District Judge rank) appointed in Tirumala Tirupati Devasthanams, on deputation from the State Government should be made independent and accountable to the State Government only and not to the Executive Officer, Tirumala Tirupati Devasthanams (as is done at present). In the absence of this autonomy in his functioning, he may not be able to discharge his duties and responsibilities in a fair minded manner. Employees also will have greater trust in the disciplinary proceedings launched by the management of Tirumala Tirupati Devasthanams.

**Industrial Health and Safety**

It is suggested that adequate security measures are undertaken in Transport, Press and Canteen Departments of Tirumala Tirupati Devasthanams. All the victims of the accidents etc., taking place in these departments should be treated as per the provisions of the Workmen Compensation Act, etc. and necessary relief should
be provided to the legal heirs in case an employee dies on account of such accidents.

**Job Satisfaction**

(a) Conducting periodical surveys of job satisfaction among employees.

(b) Finding out reasons for dissatisfaction among disgruntled elements and explore fresh avenues for increasing the levels job satisfaction. Of course, this is highly complicated matter. This is a more social, economic, behaviouralistic problem. There are no simple solutions for these problems. A package of measures of incentives including a variety of programmes aimed at improving organisational climate is essential for this purpose. This is, indeed, an urgent task that is to be taken up in Tirumala Tirupati Devasthanams. Higher levels of job satisfaction will definitely lead towards lesser rate of employee turn over, absenteeism, indiscipline, etc. It definitely leads towards higher levels of productivity, efficiency, and improved quality of work among the employees. This will help in building up better image for the organisation. This is also a serious matter which should be looked into by Tirumala Tirupati Devasthanams with all the seriousness and attention it deserves.
Social Relations

It is observed that social relations (relationship between employees and management outside the work spot) are not at desired extent in Tirumala Tirupati Devasthanams at present. In fact, these are at a lowest ebb.

It is, therefore, suggested that every conceivable effort should be made to improve social relations in Tirumala Tirupati Devasthanams by encouraging -

(a) Participation of officers in managerial positions, in cultural, religious, social, etc. functions and programmes conducted by personnel occupying non-supervisory and comparatively low level position staff and vice versa.

(b) Conducting excursions, picknicks, sports & games events, literary programmes, etc. frequently wherein personnel belonging to all categories are invited and encouraged to participate without fail. This will bridge the gap between persons employed at different levels and there will be a great opportunity for promotion of better social relationship.

Social relationship of a high order in any organisation will help in establishing better employer
employee relation, and harmony, peaceful and cordialelations between workers and management; and there
will be a smooth functioning of the organisation as
a whole. This is another important aspect which the
Tirumala Tirupati Devasthanams has to look into seriously
without any further loss of time.

**Personnel Policies & Programmes**

There are no specific personnel policies and
programmes in Tirumala Tirupati Devasthanams.

There is a great and urgent need to evolve speci-
fic and systematic personnel policies in Tirumala Tiru-
pati Devasthanams. Some of the important benefits
to be derived from evolving these policies are summed
up below:

(a) Established policies ensure consistent treatment
of all personnel throughout the organisation. Favorita-
tism and discrimination are thereby minimised.

(b) A certainty of action is assured even though
the top management personnel like, Board, Executive
Officer, Joint Executive Officer, may change. The
tenure of Executive Officer and Joint Executive Officer
is limited but the organisation continues and along
with it continue the policies and this continuity of
policies promotes stability in the organisation.
(c) Because they specify routes towards selected goals, policies serve as standards for evaluating performance of employees.

(d) Sound policies help to build employee enthusiasm and loyalty.

(e) Policies are "control guides for delegated decision making".

Therefore, it is suggested that Tirumala Tirupati Devasthanams should evolve personnel policies which are definite, positive, clear and easily understandable by any employee in the organisation. The policies should be in writing and must be reasonably stable, but not rigid. They should be the result of a careful analysis of all the available facts. They must provide two way communication system between the management and employee. They should be consistent with public policy. They should also be made generally known to all the employees in the organisation. They should be uniformly applicable throughout the organisation.

While designing these policies, the management must balance the needs, goals, objectives and values of both the management and the employees. Since these policies are rules of conduct, they should be based on the following principles:
(a) Put right man in the right place;
(b) Train every one for the job to be done;
(c) Make the organisation a co-ordinated team;
(d) Create a congenial work atmosphere;
(e) Strike a judicious balance between consideration of security, opportunity, incentive and recognition;
(f) Visualise the future, and ensure proper planning.

**Performance Appraisals**

There are no specific and scientific performance appraisal programmes in Tirumala Tirupati Devasthanams.

Performance appraisal systems are instituted in several modern organisations for several purposes, such as, promotions, etc.

It is high time that Tirumala Tirupati Devasthanams management should introduce performance appraisal systems immediately. It is true that there are a number of methods of performance appraisal. Of course, every method has its own merits and demerits. We cannot suggest any particular method for all the employees belonging to different categories. Hence, the following suggestions are given:
M.B.O. (Management by Objectives) method is recommended for performance appraisal of all employees belonging to executive line, the critical incident method for employees in administrative line in Tirumala Tirupati Devasthanams organisation.

Management By Objectives:

This is a method where targets of performance are laid down for employees in executive lines at different levels, after due processes of consultation are over. Targets of performance are fixed for the organisation as a whole. Periodical evaluation of the performance of the employees, at different levels in the light of the targets fixed must be done and also with necessary follow up measures. This is one way of measuring the performance of employees.

Critical Incident Method:

This method requires the management to evaluate the employees on the basis of selected incidents, which typically describe his performance. These incidents (favourable as well as unfavourable) are to be recorded against every performance characteristic included in the performance review. The unfavourable incidents are noted in red colour and favourable ones in blue colour. This method is objective and reduces the scope
of unsubstantiated and biased assessments of the rater. The Chart No. 5.1 gives an example of Critical Incident Method.

**CHART NO. 5.1**

**EXAMPLES OF RECORDED CRITICAL INCIDENTS**

**DEPENDABILITY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
<th>What happened</th>
<th>Date</th>
<th>Item</th>
<th>What happened</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-7-85</td>
<td>C</td>
<td>Delay to communicate special</td>
<td>3-5-85</td>
<td>A</td>
<td>Completed important works after office hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>message</td>
<td></td>
<td></td>
<td>inspite of power failure</td>
</tr>
</tbody>
</table>

**RED**

A very important message from an overseas client came when the dealing officer was out of station. Instead of making a trunk-call to deliver the message, this fellow communicated the same by a telegram.

**BLUE**

He was typing some very important statements for audit purposes, which were to be forwarded next day. As the typing could not be completed during the working hours, he on his own continued to work without waiting for the assurance of over time from the loss who was on sick-leave. Lights went off at this time due to power-failure, but the typist purchased candles out of his own money and completed the work.

**NOTES FOR ITEMS**

| a) Unreliable. |
| b) Slightly neglectful. |
| c) Cannot be trusted to see special situations |
| d) Trustworthy, but only if given guidance in general. |

| a) Highly dependable. |
| b) Can recognize causes of the problem. |
| c) Can carry out special instructions sincerely. |
| d) Works according to the guidelines and instructions in the routine manner. |
Personnel Records

It is observed that personnel records are not maintained satisfactorily in Tirumala Tirupati Devasthanams, particularly the Service Registers, with the result that it has become increasingly difficult for dealing with all matters connected with settlement of pensions, promotions, transfers, etc. Therefore, it is suggested that Service Registers should be verified by the Head of the Institution/Section/Department, etc. in the month of March of every year. After due verification is over, the Verifying Officer should record to the effect in the Service Register.

It is further suggested that the management of Tirumala Tirupati Devasthanams should issue notices to all employees that they should personally get their service registers verified and brought up-to-date. These notices should be given in duplicate once in an year and the duplicate copy duly acknowledged by the employee should be kept in the Service Register. The Heads of Institutions/Sections/Departments, etc. will be held responsible for issuing such notices and obtaining acknowledgements in time.

It is also suggested that it should be made compulsory for all employees to maintain duplicate service registers and keep them in their personnel custody.
They should get necessary entries recorded in this duplicate Service Registers whenever necessary. This will serve as a standby in contingencies, such as loss/damage, etc. of Service Register at any time due to whatever reason.

**Miscellaneous Suggestions**

It is reported that Class-IV employees (Attenders) etc., are entrusted with a number of jobs like, maintaining records of the offices where they are employed. This will naturally lead towards confusion in the matter of devolving the duties and responsibilities of staff belonging to different cadres.

It is, therefore, suggested that this practice should be stopped forthwith. Class-IV employees cannot be burdened with ministerial jobs.

There is a persistent demand from the Employees' Union of Tirumala Tirupati Devasthanams that a separate set of Tirumala Tirupati Devasthanams Service Rules should be prepared for the benefit of employees in Tirumala Tirupati Devasthanams. This is a quite rational demand which deserves implementation by the management as stated already. Tirumala Tirupati Devasthanams is a major religious institution employing more than 6,000 people spread over nearly 35 departments, institutions, etc. entrusted with varied types of duties,
in Tirumala Tirupati Devasthanams. It is a very reasonable suggestion with deserves serious consideration by the management.

(f) The employees of Tirumala Tirupati Devasthanams are urging the management to give preferential treatment to the children of retired Tirumala Tirupati Devasthanams employees in the matter of appointment of work charge establishment. This is a good suggestion which can be taken up by the management for implementation.

(g) The Leave Travel Concession facility at present is extended to non-teaching employees only, but not to teaching staff employed in educational institutions run by Tirumala Tirupati Devasthanams. The Tirumala Tirupati Devasthanams management is unable to give convincing reasons for failing to extend LTC facility to the teaching staff. This facility is given by the Andhra Pradesh State Government also to the teaching staff of Government Educational Institutions. Therefore, it is suggested that this anomaly should be rectified urgently and the LTC facility should be made available to teaching staff employed in educational institutions of Tirumala Tirupati Devasthanams.
responsibilities and tasks, etc. The nature of services rendered, the working conditions, the emoluments of these people working in different departments and institutions have to be carefully examined and it is high time that a separate set of Service Rules for Tirumala Tirupati Devasthanams employees should be framed and implemented.

Employees' Education Schemes:

The employees of Tirumala Tirupati Devasthanams Press (Technical Staff) and other production departments run by Tirumala Tirupati Devasthanams, may be deputed to training and education programmes conducted by the Directorate of Workers Education, Government of India, as is done in the case of workers of other industrial establishments of State and Central Government.

Administration of Tirumala Tirupati Devasthanams was brought under the Government control for the first time in the year 1863 in pursuance of the provisions of the H.R. & C.E. Act. Prior to passing of the said Act of Tirumala Tirupati Devasthanams administration was vested with the Mahants. There were a number of allegations of mismanagement, corruption, misuse and abuse of office and committal of a number
of irregularities against the Mahants. In fact, it is the cumulative impact of the mal-administration of the Mahants over the finances of the Tirumala Tirupati Devasthanams and its properties, that has invited, a more direct interference and effective control of the Government in the matters of administration of Tirumala Tirupati Devasthanams. The Tirumala Tirupati Devasthanams has established a remarkable record of growth over the last decade. The total number of employees in Tirumala Tirupati Devasthanams was only 100 in 1933 it has gone upto 4,379 in 1975-76 and to a high level of 6,300 in the year 1984-85. Similarly there were hardly three departments in 1933 and it has grown to eighteen departments in 1975-76 and it has gone upto 35 departments in 1984-85. The Tirumala Tirupati Devasthanams has undertaken a number of activities which were unheard of previously due to an ever increasing realisation on the part of Tirumala Tirupati Devasthanams administration over its responsibilities towards the people living in and around Tirupati as well as the welfare of pilgrims in general and recognising the important role of Tirumala Tirupati Devasthanams in the matter of propagation of Hindu Religion and Culture and spreading its message on a massive scale. Along with the passage of time the inflow of pilgrims to Tirupati and Tirumala has also
increased tremendously. It is estimated that roughly 25,000 to 30,000 devotees throng the shrine daily on an average. Along with this increase in the number of pilgrims visiting Tirumala Tirupati Devasthanams, the income of Tirumala Tirupati Devasthanams has also gone up. The annual income of Tirumala Tirupati Devasthanams which amounted to Rs.45.69 crores, in 1975-76 has gone up to a high level of Rs.50.86 crores in 1984-85. The total volume of assets of Tirumala Tirupati Devasthanams which was computed at Rs.115 crores in 1975-76 has gone upto a level of Rs.150 crores in 1984-85. Along with these great spurts in the income, and assets of Tirumala Tirupati Devasthanams, the scale of expenditure has also recorded a remarkable increase. The amount of expenditure of Tirumala Tirupati Devasthanams was Rs.138.89 in 1975-76. It has reached a level of Rs.570.56 in 1984-85. It is obvious from the array of statistics presented, as well as various facts discussed in the preceding chapters that the Tirumala Tirupati Devasthanams has established a remarkable, multifaceted and multi-dimensional growth not only in its activities but also in its staffing patterns, organisational structure, income and expenditure etc. So far so much good, but all these improvements in its
financial and organisational aspects have not been accompanied by a simultaneous improvement, reorganisation, restructuring and modernisation of its philosophy and style of management particularly in the arena of personnel management.

As stated on a number of occasions, while dealing with the various aspects of personnel management in Tirumala Tirupati Devasthanams, all the problems relating to personnel management is still patterned after and governed by some old Government rules and regulations and historic practices, procedures and not very much relevant rules which are capable of catering to the present day needs, aspirations, ambitions, feelings, problems and aptitudes, etc., of the employees.

A number of deficiencies that have crept into and continuing for decades, in the matter of personnel management in Tirumala Tirupati Devasthanams have been highlighted in the preceding pages. Several suggestions have been given to mop up these deficiencies and place personnel management in Tirumala Tirupati Devasthanams on a more need based, result oriented, action packed and modern lines. The first and foremost thing to be done while considering these various suggestions is that the management of Tirumala Tirupati
Devasthanams should adopt some radical postures and altogether new philosophy of human resources management and administration, if it is really interested in effecting any improvements in personnel management in Tirumala Tirupati Devasthanams. Another major landmark which it has to establish is to give up its practice of managing its personnel according to Government statutes, but evolve its own policies, principles, procedures and practices, etc., of personnel management. It is only then that we can expect the employees and the management in Tirumala Tirupati Devasthanams to work together in great unison and strive their best for the promotion of the welfare, prosperity and growth of the Tirumala Tirupati Devasthanams organisation as well as its employees working in different departments/institutions/sections, at different levels and engaged in varied activities. It is only then that all the lofty objects of the Tirumala Tirupati Devasthanams administration can be realised. It is true even now Tirumala Tirupati Devasthanams stands tallest among all the religious institutions in India and second to Vatican at the global level in terms of its growth of revenues and assets, etc.

As stated already what is achieved in these matters is really very enviable. It is an undisputed fact
that the strength of the staff and number of activities of the Tirumala Tirupati Devasthanams are growing year by year by leaps and bounds. The urgent need of the day is to place its management of the personnel on more scientific lines and evolve a modern philosophy of outlook and set of principles, procedures and practices of personnel management in Tirumala Tirupati Devasthanams on more rationalistic, logical, scientific, orderly and systematic basis.

As far as the knowledge of the researcher goes there are no traces of any sort of the efforts of the Tirumala Tirupati Devasthanams management to improve its existing style of personnel management. Hence, there is all the more a greater need on the part of the Tirumala Tirupati Devasthanams management to realise the stark realities of the situation, identify the various gaps in personnel management and bend all its efforts towards improving personnel management in Tirumala Tirupati Devasthanams. Any number of words will be inadequate to highlight the importance of principles of personnel management in any organisation, Tirumala Tirupati Devasthanams is no exception. It is the fervent hope of the researcher that as and when the various suggestions given in the preceding paragraphs
are implemented with all the earnestness at the command of all the men at the helm of affairs as well as those working at different levels in the organisation of Tirumala Tirupati Devasthanams, the management of vast human resources in Tirumala Tirupati Devasthanams will be definitely on more rational, scientific, modern and result oriented lines.