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Chapter 3

Review of Literature

3.1 Introduction

The present chapter reviews various publications relating to Human resource management (HRM) policies and practices adopted or available in the field of public transport. Instead of directly writing about the literature review, the researcher intends to provide the theoretical background of literature review, for the current study.

Human resource management discipline in transport sector leaves much to be desired. The subject requires conceptualisation and theoretical understanding without which mere practice could create problems. Therefore, the researcher has made an attempt to present a collection of publications by way of review of literature. It examines some of the key issues with regard to human resource management and co-relating with the objectives of current study. In this review certain important literature relating to management in the transport sector has been discussed by the scholar. Particularly, the primary focus is on human resource management policies and practices in relation to road- based passenger transport sector. The scholar has tried to relate theory and existing literature available on the research area and its relevance to Pune Mahanagar Parivahan Mahamandal Ltd.(PMPML)as Pune’s public transport provider.

3.2 Theoretical Background

The scholar has made an attempt to provide the theoretical background about the literature review as mentioned below:

3.2.1 Literature of Review

A literature review is a summary of previous research on the topic. Literature review can be a part of a larger report of a research project, a thesis, or a bibliographic essay that is published separately in a scholarly journal. Literature review helps us to
understand a research problem in a better way. It also helps in finding any knowledge gap, degree of agreement, past debate, problem identified in the past and current status of research on the topic, etc.

In research process after formulating research problem, second step is to review literature. It consists of two important parts namely:

i. Review of concepts and theories that is Books, Academic Journals, Government Reports, Published and Unpublished data etc.

ii. Review of previous research findings, it includes Published and Unpublished Research work, Review of research articles, Journals, periodicals, etc.

A literature review before starting a research is always desirable for following reasons and benefits:

1. It examines what has not been investigated.
2. It develops a general explanation for observed variations in a behaviour or phenomenon.
3. It identifies potential relationships between concepts and to identify Researchable Hypotheses.
4. It examines how other researchers have defined and measured key concepts.
5. It identifies the data sources that other researchers have used.
6. It develops alternative research projects.
7. It discovers how a research project is related to the work of other researchers

3.3. Purpose of Review

The review of literature is done by the researcher to find whether any research has been conducted on the topic Human Resource Policies and Practices adopted by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML) or Human Resource Policies and Practices adopted by any other public transport sector so far. It helps the scholar to throw light on the following points
1. The topic Human Resource Management Policies and Practices adopted by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML) is of socio-economic relevance. Whether Human Resource Management Policies and Practices adopted either by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML) or any other public transport sector has been covered by any of the author, researcher, journal or any other publication is studied in this chapter under relevant heads.

2. This review of literature is done to find whether there is any published or unpublished literature available on the same topic or not to decide scope and limitations of the current study.

3. The researcher has tried to relate the theoretical concepts of Human Resource Policies and Practices such as training and development, recruitment and selection, appraisal and compensation, working conditions, etc. actually adopted and practiced by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML).

4. The researcher has tried to identify potential relationships between concepts of Human Resource Management Policies and Practices and its impact on various stakeholders such as employees, organisation, commuters, etc.

5. The present review tries to find any literature directly and indirectly relating to the topic Human Resource Policies and Practices adopted by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML)

6. The researcher tried to obtain whether there is any information to develop a general explanation for observed variations in a behaviour or phenomenon of Human Resource Policies and Practices adopted by Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML).

7. To identify what studies have been published on the topic Human Resource Management Policies and Practices in any public transport sector at national as well as at international level.

8. Researcher intends to convey what knowledge and ideas have been established on the topic of the current study so far.


10. Researcher wants to build a strong academic foundation for the further research work and to carry out an unambiguous, unbiased investigation based on the following review of literature.
3.4. Order of Review

In order to have in depth review of the topic, researcher has reviewed the books, journals, magazines and other such publications in the subject of national and international repute as mentioned below:

3.4.1 Books

The researcher has reviewed the books which are published at international and national level as mentioned under:

3.4.1.1 International Publication

The international books have been reviewed by the scholar to gain knowledge of concepts and theories that are introduced and discussed at international level by different authors and writers. The conceptual part helped in exploring this particular area of the topic selected by the scholar. Thus concepts and theories having universal applicability are studied. Human Resource Management Policies and Practices are covered by different authors such as Vincent R.Ceriello, Christine Freeman, John M. Ivancevich, Noe, and Hollerbeck is reviewed by the research scholar. The review of some international books is as follows.

1. **Izabela Robinson (2007)**: This book integrates current research with organisational practice and offers combination of theory, research based real life case studies along with application of human resource practice thoroughly. It identifies and discusses best practice approaches, bundles of human resource practices. It also points out the necessity to quantify the contribution of Human Resource practices and discusses the shortcomings of best practice. It evaluates the links between human resource management practice and organisational performance.

This book helped the scholar in relating the theory with the objectives of the current study such as conceptualising the link between people and organisational
performance. and also establish relationship between motivation, job satisfaction and job performance.

2. **Jon M. Werner and Randy L. De Simone (2012)**: This book emphasizes employee skills and motivation as critical factors for success of any organisation and also to meet challenges like managing complex and diverse workforce. The concepts and theories of training and development from orientation and skill training to career development and organisational development can be practiced in variety of organisations. The scholar has tried to relate the concepts such as factors influencing employee behaviour (internal and external), designing, implementation and evaluating human resource development programmes with Pune Mahanagar Parivahan Mahamandal Ltd. context.

3. **Gary Dessler (2008)**: This book discusses all aspects relating to human resource management right from basic to advance level for building a strong academic foundation. The concepts of performance management and appraisal, compensation, etc are discussed with suitable real life case studies. The concepts like improving productivity and special issues involved in managing a diverse workforce have been useful for the current study.

4. **Kenneth M. York (2010)**: The author has discussed various human resource policies applied in different industries with special reference to enhancing performance and productivity in the respective companies for better output.

5. **Snell-Bohlander Vohra (2002)**: The author has argued that human resource policies should be well designed to face the global challenge of managing human resources. There is an increasing need for handling these resources carefully and effectively so as to get positive results for both organisation as well as employees.
6. **Chris Brewstore, (2008)** has emphasised on the requirement of improving upon the skills of the employees by imparting suitable training facilities to them for better understanding of jobs and thereby increasing performance levels.

7. **Bohlander, Snell (2004)**: has stressed on the importance of training and development methods to enhance productivity and utilisation of limited resources in the organisation. Implementation of compensation and security related cases are discussed in detail to create better understanding about how to retain employees with proper compensation and security measures.

8. **Vincent R. Ciello, Christine Freeman (1992)**: The authors have analysed the implementation schedules policies and procedures revisions such as work flow and timing, human resources rules, disaster recovery planning to equip the employees of the organisation.

The conceptual framework has helped the researcher in co relating the information with the public transport system such as scheduling policies and procedures, disaster recovery planning to the employees of Pune Mahanagar Parivahan Mahamandal Ltd.

9. **Noe Hollenbeck Gerhart, Wright. (2007)**: Authors have pointed out best practices with specific issue related cases of organisation. Human resource management practices that support diversity management communication with employees from variety of background such as performance appraisal, employee relations, etc. are relevant to the study of policies and practices of Pune Mahanagar Parivahan Mahamandal Ltd.

10. **John M. Ivancevich. (2003)** has pointed out how Human Resource Management policies are essential to achieve objectives of the organization or department. Author further discusses relationships between strategy, objectives,
policies and rules/ procedure and its importance in any organisation for the smooth running of various operations.

11. **John Storey. (2002)** focuses on Human resource management strategy. Author discusses his viewpoint on sharpening the competencies, skills so as to acquire better results with the available resources. This book helped in understanding the key practice areas such as resourcing, training, culture and reward management and its application in different organisations.

### 3.4.2.2 National Publication.

These books have been reviewed by the scholar so as to have an insight about the topic and related conceptual literature written by different authors at the national level. Different theories that can be practiced in reality have been explained with the help of case studies and suitable examples, how human resource management policies become practices? Different types of policies and practices that are used in different types of industries/organisations in Indian context. The following books are reviewed in this relation:

1. **Dipak Kumar Bhattacharyya (2012)**: This book has discussed the human resource management policies and strategies and other related topics such as employee motivation, recruitment and selection, compensation with case studies and examples.

   The conceptual framework has relevance with the research topic such as productivity measurement, employee motivation, compensation, and importance of training and development. It has helped the scholar to establish meaningful relationship in the current study.

2. **K.Aswatthapa (2009)**: The book has emphasised on the basic need for human resource policies and practices. He has discussed suitable real life cases and examples of industry. Further he points out how these policies have become the guiding sources to employees and help organisations to achieve its goals.
Thus how an organisation can be benefitted with such policies and practices in long run as well as in short term. These policies and practices are highly useful in the context of transport system for achieving the goals of increasing productivity, performance, etc.

3. **Prof. M.N. Rudrabasavaraj (1996)**: The book focuses different problems in understanding the concept of performance, task and process of managing people, and also lack of exposure to the prevailing body of systematic knowledge and literature on the subject of management of people. He has emphasised on the need for developing a proper perspective of personnel administration with a view to sharpening the performance and efficiency of employees.

The author has discussed available tools and techniques of human resource management for improving the methods of managing people of operative, advisory and service functions. It then sets for the policies, programmes and procedures of various operative and advisory functions, discussing in details the human resource tools and techniques utilised in India and elsewhere.

Several personnel policies, programmes and procedures of Indian and foreign companies are offered to serve examples which are quiet relevant to the PMPML study.

4. **S. K. Punia and B. K. Punia (1998)**: The book discusses the foundations and challenges of modern personnel management. It also focuses the principles and practices of personnel management in acquisition of ability and mastery to apply them in dealing with human resources.

The authors have discussed human resource management policies and practices in detail regarding recruitment, selection, training and development, performance appraisal, compensation, etc. which are relevant to the objectives of the study.
5. **Dr. T. D. Tiwari (2009)**: The book has explained theories of Human Resource Management such as leadership, motivation, compensation management with the help of case studies of different industries. Human resource policies and practices adopted by co-operative department, dairy co-operatives, banks, etc. are explained exhaustively in Indian context. This has helped the scholar in understanding what kinds of policies and practices such as manpower planning, training and development, performance appraisal, etc. are adopted for different industries so as to enhance performance of the organisation and individuals. The researcher has tried to co-relate these policies and practices with transport sector (PMPML).

6. **L. M. Prasad (1999)**: The author has discussed thoroughly the nature of human resource policy, its objectives, different sources and areas and also formulation of human resource policies. How to formulate such policies and apply it in the real life case is also explained by the author.

   This has helped the scholar in the analysis of the internal and external environmental factors which influence these policies. The sources and areas of human resource policies have direct co-relation with the current study topic, for example: implied policy, imposed policy, appealed policy, etc. The sources also have relevance with objectives of current study.

7. **D. K. Tripathi (2009)**: The main focus of the book is around the decision-making process in presenting the concepts, skills, principles of human resource management. There is an emphasis towards producing modern ethos and values. The leadership concepts are discussed with suitable examples. Author has discussed different human resource policies and practices and its importance to all the stakeholders.
3.4.2 Journals

The researcher has reviewed various International and National Journals for acquiring more knowledge about the topic. The review of the journals is to highlight theories and discusses its applicability in the practical world. Further, it aims at answering the question ‘whether these theories can be practiced in the organisations with specific issues?’. Some of the journal articles are relevant to the topic and its objectives are reviewed to throw more light on the current study.

3.4.2.1.1 International Journals

1. Mairead Cantwell, Brian Caufield, Margaret O’Mahony (2009)\textsuperscript{19}: The article highlights factors that impact public transport commuting satisfaction in Dublin city (Ireland).

   It also examines the causal relationship between commuting and stress levels and its effects. How commuting whether by public transport or private car can cause considerable stress. This elevated stress levels affect commuters work, home and health life quality adversely.

   Factors that impact public transport commuting satisfaction and how different factors add to the stress levels are more or less similar to the experience of commuters of Pune Mahanagar Parivahan Mahamandal Ltd (PMPML). This paper has helped in analysing the factors that are common in both the cases and also in drafting questionnaire.

2. Githui John Ngatia, Okamura Toshiyuki, Nakamura Fumihiko (2009)\textsuperscript{20}: This article focuses parameters of Satisfaction levels of commuters on urban public transport services in developing country with special reference to Nairobi (Kenya). The parameters such as quality travel time taken; fare, etc. have impact on almost all public transport of any country. Therefore, this
paper is relevant with the current study of Pune Mahanagar Parivahan Mahamandal Ltd (PMPML).

3. **John Pucher and Nisha Korattyswaroopam, and Neenu Ittyyerah, (2004)**: This research paper highlights different problems faced by public transport in India. Such as lack of finance, lack of supportive policies, reduced productivity, etc. It in turn results in inefficiency, high operating cost, increases in personalized vehicles. It also discusses the problems and challenges before public transport systems in India. State owned enterprises are also facing the same problems such as shortage of human resources, insufficient training and development facilities, poor working conditions, etc. This research paper has direct relevance with the objectives of the current study.

4. **Kokku Randheer, Ahmed A. Al-Motawa, Prince Vijay.J (2011)**: Researchers have made an attempt to measure commuters perceptions on transport means available to them on the parameters such as service quality, travel time, comfort, etc. Authors have built a model called SERVQUAL on Public Transportation.

   The parameters are easy to understand and helped researcher in identifying various factors that can have impact on the commuting experience of Pune Mahanagar Parivahan Mahamandal (PMPML).

5. **Debabrata Das. (2011)**: This paper discusses how the growth of personal vehicles due to various socio economic factors. Such as taste attitudes, has lead to deterioration of public transport. It also point out the dangers of pollution, increased demand for fuel, etc. due to excessive number of vehicles.
In city like Pune there is increasing growth of personalised vehicles and pollution are matters of concern. The scholar has tried to co-relate these socio-economic factors which influence the pattern of tastes, attitudes, lifestyles of citizens of Pune and also with of public transport Pune Mahanagar Parivahan Mahamandal Ltd (PMPML)

3.4.2.2 National Journals

1. Abhiram Supekar (2008)\(^{24}\): This article focuses different transport relating problems in urban areas with a case study of Pune city. It highlights how situations can go from bad to worse if not treated properly at the earliest. Such as inadequate and weak public transport, traffic congestion, flood of automobile vehicles causing air and noise pollution, unsafe travelling, increasing number of accidents, etc. He further discusses various transport options for mega cities. He has explained in detail multi-modal transport option to solve the problems of million plus cities, such as light rail, Mono rail, sky bus, etc.

With the help of a case study of Pune city, author has discussed present traffic scenario of Pune city. Authors have explained reasons for these problems, as well as tentative solutions to these problems. In the findings author has given different tables showing data such as accidents, pollution, growth of motor vehicles, etc. He suggests privatisation of public transport system to bring out improvement in the current situations.

2. Prof. J.G. Longe, DMOZUAWO M.B.(2013)\(^{25}\): This article focuses on the importance of public transportation need for better and adequate road infrastructure for economic growth and development of Nigeria. The requirement of additional fund to meet the expenses and also monitoring, supervision on such infrastructure expenditure.
3.4.3 Reports and Annual Publications

1. **State Transport Undertakings Profile and Performance.2011-12.** CIRT has been collating and publishing the performance data of the State Transport Undertakings (STU’s) for well over three decades. The published data provides comprehensive statistics on both the financial and physical performance of the STU’s. The compiled records provide data on various financial indicators like personnel and material costs, taxes, interest, depreciation, profit or losses, etc. Facts on the physical performance parameters such as age, profile of fleet, bus utilisation, capacity utilisation, manpower productivity etc. in detail. This publication is more exhaustive and based on latest national statistics pertaining to different areas. It is useful to researchers, transport organisations and other stakeholders to ascertain the standing of their undertakings. The exhaustive database contained in this publication is useful for current research and also in other functional areas such as planning, improvement and management of operations. The compiled data is useful not only for benchmarking the performance of STU’s ,but also to initiate improvements in the key result areas.

2. **Comprehensive Mobility Plan for Pune City.** This report explain Pune Metropolitan region’s urbanisation and population growth, trend and projections, sector wise fact and figures relating to composition of workers, students, and others was relevant to understand commuters size and requirement. The data is useful for assessing the demand for better public transport in Pune.

3.4.4 Other Publications

In this part the researcher has reviewed major literature published by Central Institute of Road Transport, Pune (CIRT).The central Institute of Road Transport was established in the year 1967 on the joint initiative of the Association Of State Road Transport Undertakings(ASRTU) and the Ministry of Shipping and Transport. The raisond’etre of CIRT is to help the State Transport Undertakings (STU’s) in improving the efficiency and productivity of both human and physical resources. The Institute is engaged in
management development, research, consulting and automobile component testing activities for the cause of public bus transport in India. CIRT has been recognised by the University of Pune as an advanced centre for doctoral studies in transportation management, public administration and public policy. Some of the important review of literature such as journal articles, annual issues, book of readings, working papers, etc. of the Indian Journal of Transport and Management are listed below:

1. **Sudarshan Padam (2000)**: The author emphasizes the need for strong planning base which should influence not only daily operating schedules but issues such as pricing, comfort levels and accessibility. There is need for setting up of National Transport Commission which will act as an expert body to suggest various policy initiatives to the government covering all modes of transport. Thus promoting and securing a viable transport infrastructure, setting standards, evaluating service quality and regulating vehicle manufacture and operations are in intrinsic part of governance in order to improve the general quality of life.

2. **Sudarshan Padam and Sanjay K. Singh (2001)**: This paper attempts to highlight the need for a cogent urban transport policy without which there will be adhoc interventions. Cities play a vital role in generating economic growth and prosperity. The sustainable development of cities depends on transport infrastructure. To facilitate this a sound urban transport policy is required. Considering the increasing urban population growth in India, a worthwhile public transport need to be reinvented to promote a better quality of life. The need for an hour is formulation of an urban transport strategy that is both pragmatic and holistic in its approach.

3. **O.P. Agarwal (2003)**: This paper argues that it is necessary to have an independent regulatory agency to oversee, plan for and regulate public transport in the mega cities. This paper discusses relevance of public transport in large urban areas and also stressed the need for restructuring public transport, specification of the quality of service (in public bus transport) standards and its enforcement such as safety record, punctuality record, cleanliness and upkeep of vehicles, etc.

4. Thus with the growing problems of congestion and pollution in mega cities of India there is an urgent need to improve public transport so that users of personal vehicles
are motivated to use public transport. Thus the author feel the necessary of independent regulation for transport sector.

5. **Dr. M. V. Bagade (1996)**[^31]: Main thrust of the article is on the staff norms of the state transport undertakings (STU’s). The article is based on a study of staff cost, and its productivity in STU’s. The article is relevant to the current study as it compares the performance productivity with the actual cost incurred to the STU’s on its staff, such as Kerala SRTC, APSRTC, GSRTC, etc.

Bus transport being a labour-intensive industry has registered an increase in the staff strength substantially whereas the productivity does not show any significant increase. Therefore the author feels it is imperative to examine staff norm, bearing in mind its crucial nature.

3.4.5 In-House Publication of PMPML

**Annual Reports and Cash flow Statement[^32]:** The annual reports, cash flow statement shows the amount of expenditure (actual and provision) for employees benefits, welfare and other employee related activities of Pune Mahanagar Parivahan Mahamandal Ltd. It indicates that PMPML does positive financial expenditure on its human resources in order to offer better facilities to its employees.

3.4.8 Website References

1. [Http/www.managementparadise.com/forums/articles/111068.HRM.Policies.html][^33]

This website has published different types of Human Resource Management Policies such as attendance policies, recruitment policies, leave of absence, probationary period, compensation, overtime, annual leave, educational leave, etc. Which have been reviewed by the researcher for better understanding and its relevance to transport industry.
2. Ask.com.HRM Best HR practices and Business Practices.\textsuperscript{34}

Literature published of this website relating to human resource management has helped scholar understanding some of the best human resource practices and policies used in business organisations.

3. www.HR policies and procedures\textsuperscript{35}

This website has published 173 policies and procedures relating to different business organisations, policies relating to recruitment and selection, probationary period, leave, etc. This site has helped scholar co-relating these with objectives of current study.

\subsection*{3.5 Knowledge Gap Identified}

It has been observed and studied by the researcher, that there is no research, directly or indirectly done on the topic \textbf{“Human Resource Management Policies and Practices adopted in Pune Mahanagar Parivahan Mahamandal Ltd (PMPML)”} or any other transport sector. After thorough review of literature, research scholar has identified the knowledge gap between theory and practice and is of the opinion that the present topic is relevant and apt one. Therefore she has tried to link those theories with practice. Though there are several human resource management policies and practices used in different industries and organisations depending upon its requirement, there is no literature available on policies and practices that can be adopted by the passenger public transport sector. The collection of various publications done by the researcher may not be all inclusive therefore; some might be many gaps in the research, which can be studied by other researchers.

\subsection*{3.6 Co-Relation of Review with Objectives of Study}

The research scholar has conducted the above mentioned review of literature to check adherence with the objectives of the study. In the light of the broad objectives, only those literature have been reviewed which has relevance with the current study. Even though there is oceanic data on the human resource management but very meagre research has been done on the topic Human Resource Management Policies and Practices. There is ample of data on
the topic training and development, motivation and productivity, etc. But researcher did not come across any literature written or published on the Topic: Human Resource Management Policies and Practices adopted in Pune Mahanagar Parivahan Mahamandal Ltd. (PMPML) or in any other passenger transport directly or indirectly. Therefore keeping in mind the objectives of the study above mentioned literature has been reviewed.

3.7 Conclusion

The literature review helped the researcher to clarify the concepts and ideas on the topic. It has helped her to carry out the research in a focused way. Alongwith the clear vision it provided clear direction to the researcher. The scholar has referred various books, journals and other such publications relating to the area of her research, which has guided her in obtaining more knowledge on the topic Human Resource Management Policies and Practices and other research work contribution done by different authors and researchers in public transportation sector. It has helped the researcher to identify the gap of the research and undertake the research in more focused way. The researcher has tried to link the past and present publications with the current studies. It has ultimately helped her in relating this review of literature with the hypothesis, objectives of current study which she has undertaken.

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