CHAPTER – V
CONCLUSIONS & SUGGESTIONS

This concluding chapter sums up the findings with suitable suggestions. Conclusions are covered chapter-wise in order to maintain coherence and continuity. As the first chapter is introductory in nature, conclusions are drawn from the second chapter onwards.

I. OVERVIEW OF APSRTC

This chapter presented an overview of Andhra Pradesh State Road Transport Corporation (APSRTC). The chapter dealt and discussed with the evolution of transportation system with special emphasis on APSRTC. The transportation system in India with special reference to its development in the post independence era is critically examined. Further, the profile of APSRTC is also presented for extensive analysis on its workforce, facilities and its vision, mission, objectives and functions. The following conclusions have been derived from this chapter.

1) The study on need for transportation reveals that ‘transportation has received huge importance especially it has become the part of human development. The study further revealed that, transportation has been providing more than 5% contribution to GDP and has become one of the most important sources of employment to the people of the nation.

2) The analysis on the mode of transportation clearly shows that road transportation has become common man’s mode of transportation compared to the density of transportation in Indian railways. Further, it is observed that road transportation has been recognized as the only transportation system which is connecting all parts of rural areas and urban places in the country.

3) The examination on overview of Road Transportation system in India shows that, road transportation is the oldest form of transportation used in India right from the evolution of wheel. Further, it is also observed that road transportation system provided rapid increase and intensity of traffic and introduction of new form of vehicles right from bullock cart, cycle to the latest forms including heavier vehicles like trucks and the road pavements of better specialization and quality have become very necessary.
4) It is observed that in the ruins of Indus Valley Civilization, the evidence of roads is identified. And it received special importance during the era of Chandra Gupta Maurya and Ashoka. In the era of Mughal Period also, the contributors like Sher Shah took active interest in road construction and development in the nation.

5) The comparative analysis on the road development shows that the eastern states of the country including Sikkim, Mizoram, Nagaland, Manipur and Arunachal Pradesh have combinedly shown 2.54% which is low compared to other parts of the nation.

6) The enactment of ‘Road Transport Corporations Act in the year 1950 has been observed as a great change in the road transport development in the country. This act has become as the guiding factor for the establishment of the State Road Transport Undertakings in the respective states.

7) The study on the evolution of road transportation system in the state of Andhra Pradesh shows that Nizam’s contribution to the ‘Road Transport Development’ has founded as the evolutionary mark in the state.

8) The survey on the evolution of APSRTC shows that, the journey of APSRTC started with 27 buses and 166 employees. By the end of 2008, APSRTC extended its route network by operating 1201 buses on 4/6 inter-state routes connecting different parts of important towns in the nearby states.

9) Analysis on APSRTC’s network routes shows that, highest number of routes is made to the state of Karnataka with a total 261 routes and 708 buses. Tamilnadu State is found as having next highest with 96 routes and a density of 251 buses.

10) Examination of coverage of APSRTC services in the state reveals that, the services of APSRTC have been extended to 213 depots in 23 regions and 7 zones. Further, it is also observed that it has an overall total of 1881Bus Shelters and 778 Bus Stations.

11) The observation on operational key indicators of APSRTC reveals that by the end of June, 2013, it had 7752 network covering 23,388 villages in different parts of the state. It is also to observe that the organization is also making an
estimation to reach the 5010 remaining villages which are not connected with route system by APSRTC.

12) The analysis on consistency of APSRTC reveals that the corporation is transporting 154.63 lakhs of passengers daily and it stands as one of the best corporations which have 95.76% of punctuality. Further, it is understood that APSRTC has received the status of 9 out of 100 accidents for 1 lakh kilometers and this is also one of the achievements of the Corporation. Hence, it is to conclude that, the corporation is on the right track in terms of achieving its ultimate goal of providing safe, clean, comfortable and punctual and courteous commuter service at economic force.

13) The subject on manpower of APSRTC reveals that out of its record number of employees, i.e., 1, 22,692, it has employed highest percentage, i.e, 91.4% of male employees and 8.6% of women employees.

14) The study on guiding principles of APSRTC reveals that the corporation has been encouraged by 9 important guiding principles concerning to regularity, consistence, exploration of technology and better treatment of customers.

15) Analysis on the achievements of APSRTC shows that APSRTC has received Guinness Book of world Record on October 31st 1999 for its wide services. Further, it has also received the award of ‘Road Safety Award’ for the period 1996-97 for its best safety service.

16) The study on services of APSRTC with reference to Students Community reveals that, free travel facility to all girl students upto an upper age limit of 18 years has been the significant contributory service by the corporation.

17) Student passes for a distance of minimum slab of 4 km to 22 km has encouraged most of the students of the age group of less than 18 years to avail the best services of APSRTC. Further, special monthly general bus tickets in cities/town have also shown driving the students to strongly prefer the services of APSRTC in the state of Andhra Pradesh with special reference to Tirupati region. The free bus passes to physically handicap and special monthly general bus passes to NGOs in select cities of the state have also received huge appreciation as well as preference.
18) Analysis on special travel facility shows that, the corporation is allowing all the MLAs, their spouses and Personal Secretaries hailing from A.P. to travel free by all its services. Further, it is also observed that, the corporation is issuing bus passes to all the freedom Fighters of Andhra Pradesh who have crossed 65 years of age and receiving pension either from the Government of Andhra Pradesh or from the Central Government.

19) The study on the facilities to Employees’ children shows that, the Corporation has been providing a concession of 75 % over the rates of bus passes charged to other students.

20) Analysis on the marketing schemes of APSRTC shows that, the Corporation has been actively encouraging the special schemes including NAVYA CAT card, Vanitha Card, Vihari Card, Silver Card etc.

21) The study on application of Management Information Systems and its allied operations by APSRTC reveals that, APSRTC has been very successful in operating electronic mode for its services through e-seva centres and APSRTC Online websites for providing information as well as services.

22) The analysis on powers and duties of officers & employees reveals that the Corporation has a structured framework for the duties and responsibilities of Executive Director with reference to zones, Regional Managers at district level operations and performance of business according to the corporate policies. It is also observed that the Divisional Managers are responsible for every half part of the district and employees have proved themselves to be the life bone of APSRTC.

23) It is shown evident that, regarding the decision making process including channels of supervision and accountability, APSRTC has been clearly following the sections as specified in Section 4(1)(b)(iii) with reference to organization structure, authority of supervision and accountability of each category of employees.

Purchase Manual and Accounts & Audit Manuals have been shown as the most evident proofs of transparent flow of guiding system of APSRTC.

25) The study on organization structure at Regional level with reference to APSRTC shows that at Regional level, it has 8 levels of employees who coordinate the instructions and guidance of Regional Manager. The Under Divisional Manager, Depot Manager and Deputy Chief Audit Officer assign their duties to next levels and they are shown directly reporting to Regional Manager with reference to the progress and assignments.

26) Analysis on Organization structure at Zonal level shows that Executive Director has been the supreme head at Zonal level. Under Executive Directors, it is observed that 9 levels of in charges co-ordinate the activities.

II. WELFARE MEASURES IN APSRTC

Under this particular Chapter, the researcher has made efforts to Comprehend and present the welfare measures which are being adapted by APSRTC to its employees in different dimensions. The observations made with reference to activities of APSRTC to its employees with a special emphasis on Statutory and Non-statutory measures are furnished here.

1) The study on employee welfare measures handled by APSRTC in compliance with ‘statutory provisions’ including washing facilities, sitting and drying of clothes reveals that the corporation has reported of showing adequate arrangements at all workshops and body building units for washing and drying of clothes. It is observed that, the Corporation has made it mandatory to maintain Plantation and Greenery in all bus stations and workshops for providing healthy environment to all levels of employees.

2) The study on ‘First Aid Appliances’ reveals that, it has provided first aid boxes at conspicuous places including all workshops, bus stands and in buses. Further it is also observed that the corporation has engaged Ambulance and body-building units at places of maintenance of depots for every 500 employees in each division level.
3) The analysis on ‘Canteen and Rest Rooms’ and lunch rooms reveals that, the Corporation has shown its clear interest in providing adequate facilities including rest rooms and lunch rooms and crèche facilities. It is noticed that the Crèches facility is made available only at Musheerabad in Hyderabad for the benefit of children of women employees in administrative office.

4) The examination of ‘Housing facilities by APSRTC’ reveals that, both departmental offices/staff quarters are made available at Hyderabad and Secunderabad. Apart from the individual officers’ quarters at Hyderabad, it is also noticed that 256 staff quarters at Kachiguda in Hyderabad and a total of 644 quarters are being made available for service at various units of the Corporation in the state of Andhra Pradesh.

5) The analysis on ‘Educational Facilities by APSRTC’ clearly reveals that children of employees studying SSC/ Intermediate/Degree courses and who prove meritorious are given a scholarship of Rs.1000/- each once in a year. Further, it is also observed that for the classes from 6th to 10th standard a monthly monetary benefit of Rs.250-350 is provided to the students. It is also identified that, a reimbursement value of Rs.60-80 has been offered to the children of the employees every year to meet the expenses of the cost of books.

6) The study on ‘Spectacle Allowance’ for the employees shows that the category of drivers who have crossed 45 years of age are provided financial aid twice in the period before 1999-2000 and after 2000 period.

7) The examination on ‘Conveyance Facilities and Medical Facilities’ provided by APSRTC reveals that in case of staff, free bus journey facility is provided by APSRTC as free of cost service to the employees. Medical facilities are provided for better treatment from APSRTC Hospital at Tarnaka, Hyderabad by providing 200 bed inpatients in addition to attending about 1500 outpatients daily.

8) Analysis on ‘Recreation Facilities By APSRTC’ reveals that, the corporation has been providing Officers Club at Railway Vikas having a good infrastructure of facilities for playing games like caroms, table tennis and the
availability of news papers and important magazines along with Gym facility at Musheerabad.

9) The examination of ‘Transport Facilities’ reveals that concessions are being allowed by APSRTC for retired employees to avail free travel facility along with spouse in case of all cities/sub-urban ordinary and metro express services and 50% of concession in ticket fare to both employee and spouse to travel in AP round the year any number of times.

10) ‘Housing facilities’ providing by APSRTC reveal that the Corporation has provided a total number of 1,273 staff quarters and also it is found that the House Building Advance Scheme was also introduced for granting House Building Advances to its employees on the basis of present pay X 80 times or Rs.1.00 lakh whichever is higher.

11) With reference to the ‘Scheme on Advance for Purchase of Car/two Wheelers’, it is found that offices who are drawing Rs.3,000/- basic pay and above are eligible for car loan 25 times of basic pay or Rs.1 lakh or cost of the car whichever is less.

12) From the analysis on ‘Scholarship’, it is observed that, educational facilities through scholarships facilitate welfare to the families of the employees of APSRTC. Further, it is also observed that the professional scholarships are also being offered by APSRTC by a grant of Rs.5,000/- to the children of the employees/officers who are pursuing professional courses like MBBS, B.E., B.Tech, and MBA etc.

13) Analysis on the study of ‘Meritorious Scholarships’ reveals that, the APSRTC has been providing scholarships to the meritorious students passed from SSC to Post Graduation with a figure of over Rs.1000 in each case to a maximum of 10 students for each region and in case of Head office to 5 in each case.

14) The study on ‘Staff Benevolent cum Thrift Fund’ reveals that, for Class I, II, III & IV employees, each member shall pay a subscription which shall be recovered through monthly salary at the rate of Rs.20 and Rs.40 in each from staff and officers respectively.
15) Analysis on the study of ‘Employees Deposit Linked Insurance Fund (EDLIF)’ reveals that, for the coordinal or other type of sicknesses, the employee is entitled to avail the medical care facilities.

16) Examination on ‘Family Pension Scheme’ to the employees of APSRTC reveals that pension which is fixed at 1 1/6% of the contribution from Provident Fund. In case death of an employee it is observed that the employee can avail the benefit on the basis of length of service and contribution.

17) Observations on ‘APSRTC High School’ service shows that, the employees’ children of Twin cities of Hyderabad can avail free educational facilities.

18) The study on ‘APSRTC Basic Training Centre’ shows that, the corporation is providing employment opportunities to the children of employees in self employment areas.

19) The study on ‘Staff Benefit Fund’ reveals that the Corporation is contributing a sum equivalent to Rs.13 per annum per employee to avail assistance for educational, sickness spectacle and funeral assistances.

20) Analysis on ‘Medical Facilities’ shows that, the Corporation has extended its assistance for medical assistance to its employees, families and also to their aged parents besides reservation of beds exclusively for APSRTC employees in the notified Hospital like Osmania General Hospital, T.B. Hospital and Eye Hospitals. Further, it is observed that the drugs inclusive of injections are given free of cost to the employees.

21) Study on Child Care Facilities reveals that all women employees can leave their children in the child care centre which is made available for a nominal payment of Rs.20 per month.

22) The field survey results with reference to the Sanction of Assistance to Employees, it is understood that in case of injuries and accident cases, the organization has been providing monetary benefit to the employees to purchase Tri-cycle, artificial limbs, tape recorder, walking sticks etc.

23) Analysis on the Additional Monetary Benefit to the employees shows that the Corporation has been taking up recruitment of the spouse/children of diseased employees for productive categories like Conductors, Drivers and clearness.
Further, it is also observed that where employment cannot be provided to the candidates, who do not fulfill the qualifications for the three categories, an amount of Rs.15,000 plus additional sum depending on the left over service on a formula is credited to cooperative credit society account.

24) Analysis on APSRTC Co-operative Consumers’ Store reveals that the Corporation is encouraging the Cooperative Consumer Societies for supply of essential commodities to the families of employees. The management offers subsidy towards staff salaries, free accommodation and working capital at a nominal interest.

25) Study on Other Benefits shows that, the Corporation is providing Kalyanamandapam at select locations leasing for less cost for marriage functions of employee families. Further, the Corporation is providing special benefits to families in the form of maternal and family planning benefits. The female employees are eligible for financial benefit of Rs.5,000 towards delivery expenses for two issues only and the same has to be claimed within one year from the date of delivery. Further, an amount of Rs.2000 is given to the employee families for family planning limited up to two children.

III. ANALYSIS ON EMPLOYEES’ PERCEPTIONS TOWARDS WELFARE MEASURES IN APSRTC

This chapter has examined the field survey results collected from four categories of employees working in Tirupati region of APSRTC. The observations on the employees’ perceptions with regard to the implementation of statutory, non-statutory measures and further, the perceptions of employees with reference to implementation of amenities, motivation and turnover on their contribution to APSRTC are given below.

SURVEY FINDINGS ON DEMOGRAPHIC PROFILE & ANALYSIS ON AWARENES AND LEVEL OF SATISFACTION ON STATUTORY WELFARE MEASURES

1) Four categories of sample respondents namely Drivers, Conductors, Workshop Employees and Clerical and Administrative Staff have been selected with a total sample size of 836 which is 10% of the total population size.
2) Analysis on gender-wise classification reveals that, majority of the sample respondents are from male category and the female ratio is only 5.8% in Tirupati Region. Further, age-wise classification shows that, majority of the sample respondents are from the age group of 31-40 years.

3) Caste-wise classification of sample respondents shows that majority of the sample respondents are from BC category. The proportion of SC is next highest after BC caste. Further, the marital status results shows that majority of the sample respondents are married. The proportion of unmarried is only 22%.

4) Analysis on family size of sample respondents shows that, majority of sample respondents from all the four categories are having a family size of 2 excluding the employee.

5) Analysis on qualification of sample respondents shows that majority of the sample respondents are possessing Diploma and the next highest respondents are possessing Graduation as the highest qualification.

6) Majority of the sample respondents selected for the study are working under regular mode. And majority of them are having an annual income of 1-2 lakhs.

7) Majority of the employees, i.e, 43.5% of them are having an experience of 5-10 years in comparison with 30.2% of them possessing more than 10 years of experience. Only 4.8% of them are having less than 1 year of experience in the Tirupati region of APSRTC.

8) Analysis on the background of sample respondents shows that majority of them are having urban back ground and only 36.9% of them are the residents of rural areas.

9) Analysis on employees awareness towards welfare measures reveals that 60.7% of the employees are having awareness towards the welfare measures conducted in APSRTC and 39.3% of them are not having any awareness towards welfare measures. And the Chi-square test results have shown that there is an association between Employee category and their level of awareness towards welfare measures conducted by APSRTC.
10) Majority of the sample respondents have opined that they are well aware of the programs which are conducted as part of welfare activities in APSRTC at Tirupati region. Further, it is observed from the use of Chi-square test, that there is an association between the employee category and their awareness levels towards currently implemented programs under welfare activities.

11) Employees awareness on information source for welfare measures reveals that majority of the employees selected for the present research study have come to know about the welfare measures from peers. And only 19.2% of them came to know about the welfare measures from Supervisors. The dependence on Depot manager and Print/Electronic media is only 14.2% and 11% respectively. In order to analyze the significant difference in the opinion on the information sources, Analysis of Variance (ANOVA) of one-way classification is applied. The results have proved that there is no significant difference between the perceptions of employees with reference to various information sources.

12) The results on the knowledge of employees with reference to statutory and on-statutory welfare measures has revealed that majority of the employees, i.e., 46.5% of them are having awareness only on non-statutory welfare measures and 29.8% of them are having awareness levels towards both statutory and non-statutory welfare measures. And Two-way ANOVA test results have shown that, there is a significant difference between the perceptions of employees with reference to types of welfare measures.

13) Field survey results with reference to employees’ perception on facility for accessing drinking water reveal that, majority of the sample respondents are availing drinking water facility from Water Tank and further, the ANOVA of One-way classification has proved that, there is no significant difference in the perceptions of the employees with reference to accessing drinking water facility.

14) Employees’ level of satisfaction with regard to ‘Drinking water facility’ shows that, the weighted scores for Drivers, Workshop employees were below the average weight score, and it clearly revealed that both Drivers and Workshop employees category expressed their level of dissatisfaction over the Drinking water facility arranged in APSRTC at Tirupati region.
ANOVA of One-way classification results have shown that, there is no significant difference in the perceptions of employees with regard to drinking water facility.

17) Employees’ perception on availing sitting facilities during leisure time at workplace reveals that majority of the sample respondents are availing sitting facility during leisure time. Chi-square test is applied to analyze the association between the employee category and their perceptions on availing sitting facility during leisure time. The test results have proven that there is an association between employee category and their perceptions on availing sitting facility during leisure time.

18) Employees’ perception on getting the sitting facility during rest hours reveals those, majority of them prefer to take rest at rest rooms and other places. Further, only 16.3% of them prefer lounges during rest hours. The ANOVA of One-way classification has clearly proved that there is no significant difference in the opinion of the employees with regard to rest hours.

Employees’ overall perception with regard to sitting facilities reveals that, the weighted scores found for Drivers, Conductors and Workshop Employees were found below the average weight score, hence the results have shown that the Drivers, Conductors and Workshop employees have shown the dissatisfaction level over sitting facility. Further, ANOVA of One-way classification results have shown that, there is no significant difference in the perceptions of employees with regard to sitting facility.

20) The study on employees’ perception on first aid kit reveals that, majority of the employees, i.e., 58.1% of them have opined that they are ‘not availing first aid kit’ which indicates that they were not provided the needy first aid appliances. The Chi-square test results have revealed that there is an association between employee category and their perceptions on first aid appliances at work place.

22) The study on employees’ perception on things that they have noticed as missing in First Aid Kit shows that, majority of them have opined that medicines including sprays/creams/powders are not to be found. 30.5% of them have stated that spirit/H2O2 is not available in the first aid kit and the test results have shown that, there is a significant difference between the
perceptions of employees with reference to non-availability of the things in first-aid kit.

23) Analysis on employees perception on superior consideration about replacement of the missed items shows that majority of the employees have opined ‘considering for replacement’ which shows that the superiors are considering their request for the replacement of missed items. Chi-square test results have shown that there is an association between employees’ category and their perceptions on superiors’ consideration on replacement of missed items in First-aid kit.

24) Employees’ overall perception on first aid facilities reveals that, the average weigh scores for Drivers, Conductors and Workshop employees are below the average weight score and the results are showing that, they have high level of dissatisfaction over the first-aid facilities. Further, ANOVA of One-way classification results have proved that, there is no significant difference in the perceptions of employees with regard to first aid facility.

25) Majority of the sample respondents from all four employee categories have opined that they are having experience in utilizing the refreshment facilities provided by the organization. And further, the chi-square test results have shown that there is an association between employees’ category and their perceptions towards experience of refreshment facilities by the organization.

26) Regarding of employees with reference to refreshment rooms, it is observed that majority of the respondents, i.e., 65.6% of them have opined that refreshment rooms are adequate. The Chi-square test result has shown that there is an association between employee category and their perceptions on the adequacy of refreshment rooms.

27) Employees’ observation towards separate rooms and signboards for male and female reveals that, majority of them have observed separate rooms and sign boards provided for male and female employees and from Chi-square test results, it is to conclude that there is an association between employee category and their perception on the observation on separate rooms and signboards for male and female employees.
28) Employees’ perception on availing the canteen facilities provided at work place shows that 69% of the sample respondents have opined that they are availing the canteen facility provided at work place. Chi-square test results have shown that there is no association between employee category and their perception on availing the canteen facility provided at work place.

29) With regard to food items, majority of the sample respondents have opined that they are not availing the food items available in canteen. Further, the Chi-square test results have proved that there is an association between employee category and their perception on availing food items available in the canteen.

30) Regarding the survey on problems with regard to canteen facilities, majority of them, i.e., 58.4% of them have been facing the problem in using the canteen facilities. Further, majority of the sample respondents have opined that once in a fortnight, the spittoons are getting cleaned. Chi-square test results have proven that there is an association between employee category and their perception on facing the problem in availing the canteen facilities.

31) With reference to the arrangement of spittoons, it is very clear that majority of the employees have opined that they have observed the spittoons at bus stations. Further, majority of the sample respondents have expressed their ‘dissatisfaction’ towards spittoon arrangements at work place. ANOVA test results have proven that there is a significant difference in the perceptions with regard to overall perception on first aid facilities provided by the organization.

32) As per the level of satisfaction with regard to wash room and change room facilities is connected, it is clearly observed that, weight score achieved for separate room, adequate rooms for men and women were observed below the average weight score. Further, it is observed that, the employees of four levels with regard to towel, napkin and hand wash facilities. Hence, from the results it is clearly found that the employees have shown their level have shown above the average weight score of satisfaction with regard to towel and napkin, hand wash as where they have shown their level of dissatisfaction with regard to separate and adequate rooms for men and women.

33) With regard to the survey results from correlation analysis, it is observed that, there is a relationship between statutory welfare measures and job satisfaction.
Further, correlation has shown high degree of positive relation between welfare measures and organizational commitment.

34) Survey results have shown that, there is a strong positive correlation between statutory welfare measures and work motivation.

35) With regard to absenteeism, it is clearly observed that, r value obtained is 0.531 which shows that there is a relationship between statutory welfare measures and absenteeism.

36) The test results have shown significant with reference to statutory welfare measures as predictor to job satisfaction and organization commitment.

37) Based on the regression analysis results, it is clearly observed that, statutory welfare measures are predictor of turnover intention and absenteeism.

38) As per the field survey results, it is clearly observed that, educational assistance (which is one of the determinants of non-statutory welfare measures) for the children has shown highly evident as majority of the sample respondents from all the four employee categories are availing educational assistance provided by the organization. Further, with regard to industrial training, majority of the employees have not shown interest in participating in the industrial training in institute for developing their existing skills and knowledge. With regard to perception levels on training, the results have shown that, employees are having average level of satisfaction on training facilities.

39) The study on type of insurance plans availed by the employees, proves that, majority of the respondents from all the four categories were availing wealth plans from the insurer arranged by APSRTC.

40) Regarding the relationship between non-statutory welfare measures in comparison with organization commitment and work motivation, it is observed that, r value have shown significant at 1% level which shows that, there is relationship between non-statutory welfare measures and work motivation.

41) The analysis on non-statutory welfare measures and turnover intention clearly proves that, there is relationship between non-statutory welfare measures and turnover intention. Further, absenteeism has also been significant at 1% level,
which shows that there is relationship between non-statutory welfare measures and absenteeism.

42) The regression analysis with regard to predictor for Non-statutory welfare measures shows that, non-statutory welfare measures are predictors of organization commitment and job satisfaction.

43) From the regression analysis and ANOVA test findings, it is observed that, non-statutory welfare measures are predictor of absenteeism. Further, it is also observed that, social security measures are predictor of organizational commitment.

44) Employees’ satisfaction levels are cross examined with motivation by using Henry Maslow’s need hierarchy. From the study on employees’ perception on various levels of motivational needs satisfaction, it is observed that majority of the sample respondents have not been satisfied with the basic needs. Majority of the employees are satisfied with the safety, esteem and self-actualization needs. Hence, to observe, it is evident that there is a gap between organization’s commitment and employees perceiving with reference to basic needs satisfaction.

45) Perceptions of the employees with regard to absenteeism have clearly shown that, the present absenteeism policy is not satisfactory to the employees.

46) The study on employees’ perception on organizational commitment proves that, for majority of the decisions, it is observed that the employees have shown their dissatisfaction especially to the issues including organizational commitment to give hikes, benefits etc. Further, the analysis has clearly proven that for most of the cases, the employees are well committed to the organization despite the draw back in satisfaction over salary and perks.

47) Employees level of satisfaction on organizational commitments were tested with three levels of commitments. These include affective, continuous and normative commitments. From the study, it is observed that, majority of the employees from all the four categories have clearly felt, they have satisfaction with regard to the statements specified in the three levels of commitments.

48) Influence of welfare measures on work motivation is investigated with the help of regression analysis. The test has shown standard coefficient for welfare
measures and results regarding welfare measures are predictor of work motivation.

49) The test statistics with reference to welfare measures and turnover intention has shown evident at 1% level and this indicate that, welfare measures are predictor of turnover intention.

50) With regard to the test results of absenteeism, it is clearly proven that, at 1% level of significance, welfare measures are predictor of absenteeism.

**SUGGESTIONS**

Based on the field survey examination and observations on welfare measures implemented in APSRTC at Tirupati Region, the following suggestions are recommended.

1) APSRTC is the largest road transport corporation in terms of its manpower and network. As the floating of customers for its services is very high, it is recommended that the Corporation should consider the welfare measures as utmost important for effective motivation to its employees.

2) From the observations on washing and drying of clothes, it is clearly observed that, as per the guidelines given by APSRTC, the arrangements for washing and drying of clothes are not found in Tirupati region. As the present region is one of the most floating areas of passengers, the physical risk of drivers and conductors will be very high. In order to assure hygiene and refreshness, APSRTC must look at the arrangements for ensuring better facilities for washing and drying of clothes.

3) As per the survey, it is found that 39.3% of the present working employees from all the four employee categories are not having awareness towards welfare measures. Hence, there is an immediate need for conducting sessions or workshops for creating awareness to the existing as well as newly joined employees from the categories including Drivers, Conductors, Workshop Employees and Clerical & Administrative staff.

4) Majority of the employees are coming to know about welfare measures from peers and only 19.2% of them from superiors. The role of Superiors and Depot Managers is very important in order to bring awareness to the employees. Hence, the Corporation should look at this issue as very important because,
employee welfare measures are the boosting agents for the employees for delivering continuous commitment to the organization.

5) Majority of the employees are aware about non-statutory welfare measures and only 29.8% of them are aware about statutory welfare measures. It gives a clear conclusion that employees are unable to identify the measures that are part of statutory and non-statutory welfare measures. Hence, there is a need for awareness programs through conducting workshops, keeping boards specifying the statutory and non-statutory welfare measures at work places.

6) The arrangements of drinking water facility is to be upgraded in the form of water purifiers and water filter machines. As majority of the employees of all the four categories are depending on the facilities at the depots, there is a need for periodical inspection and cleaning of water tanks and the same must be shown in the form of sign boards about the next due date of cleaning.

7) It is clearly observed that majority of the employees are utilizing short period of rest hours by sitting under nearby trees in the depots. Hence, the corporation must strengthen its plantation to ensure healthy air and good environment. As the plying of buses create pollution, in order to overcome the problem, more plantation will help not only to create healthy environment to the employees, but also to the passengers availing APSRTC services.

8) With reference to First Aid Kit, most of the kits are not cleaned as well as the medicines including sprays/creams/powders are not properly kept in the kits. Hence, the corporation must provide these arrangements including spirit/Hydrogen peroxide and so on for emergency requirements.

9) With regard to refreshment facilities, the sign boards are not displaying the pictures of men and women neatly. Further, the arrangements of lighting facilities are also observed in poor conditions. In order to ensure efficient services for male and female employees, the corporation must monitor these arrangements including regular cleaning of refreshment rooms.

10) The canteen facilities available in the premises of APSRTC are not providing proper accommodative services to the employees. As majority of the employees are using the canteen facilities to take lunch from their boxes, the corporation must consider this emerging problem very seriously. Further,
contracting with canteens for discounts in food items to the employees will help the employees in large to avail food facilities in canteens.

11) The arrangement and maintenance of spittoons at work place are not found satisfactory. The present arrangements of spittoons at bus stations are not adequate for the employee categories including Workshop employees and Clerical & Administrative staff. Sufficient arrangement of spittoons will help the employees for not to spit on walls and other open places in depots. It will also help the corporation to make the premises neat and clean.

12) Majority of the employees of all the four categories have opined that there is a requirement of continuous development courses from Industrial Training Institute. It is also observed that, majority of the employees are expecting continuous development to learn about operating new versions of buses and get better training for using computers and computerized systems.

13) The ‘Free pass to family members’ service has been highly appreciated by the employees.

14) The recreation facilities arranged at Tirupati region have been found dissatisfactory despite its presence. It is suggested to the Tirupati region that, arrangement of children recreation facilities including provision of games equipments and gym facilities to the employees will help for relaxing and taking care of their children at leisure times.

15) With regard to insurance services, there is a need for restructuring and reconsidering the present benefits to the insurance holders. As the risk of work life is increasing, the present sum assured value and the maturity benefit to the employees must be increased to ensure the risk of loss to the employee life.

16) Test results on motivational aspects are clearly show that, employees are not satisfied with the organization’s commitment towards providing healthy measures for basic needs. As, majority of the employees give much priority to the basic needs, it is suggested that the organization should create an environment which gives trust to the employees about the fulfillment of employees basic needs.

17) Studies on absenteeism have shown clearly that the present system of absenteeism is completely dissatisfactory to the employees. APSRTC should strengthen the present system by carefully viewing the framework and
guidelines followed by other transportation corporations in India may be adopting for making a better policy on absenteeism.

18) Organization’s commitment to hikes and other benefits has been dissatisfaction to the employees. Despite the organization’s commitment in providing loyalty to the employees, it is also equally important for the organization to give returns to the work and commitment of the employees by frequently monitoring the present salary system and other hikes & benefits.

19) Based on the field survey results and using correlation analysis, it is observed that, welfare measures and organizational commitments are moving in the positive direction. It shows that, organizational activities and employee commitment to the organizational activities, welfare measures are effectively assisting to achieve the better results.

20) Work motivation is closely related to welfare measures. Hence, it is proven that, in order to motivate the employees to be more productive, welfare measures will act as boosting agents.

21) As statistics assisted with regression analysis has shown evident, social welfare measures have been predictor of turnover intention and absenteeism. This shows that, APSRTC needs to lessen the problem of employee absenteeism by better implementation of welfare measures. Further, the test results clearly indicate that, there exists a positive relation between non-statutory welfare measures and absenteeism.
SUMMARY OF CONCLUSIONS

The present research study mainly aimed to fill the research gap of employee welfare measures implemented by APSRTC and their impact on the job satisfaction, organizational commitment, work motivation, absenteeism and turnover intention. The research study has thrown light on the emerging issues related to employee welfare measures implemented by APSRTC of Tirupati Region. Its utility is tested by analyzing the employees perceptions on welfare measures. The various statistical tools, field survey results and the observations have clearly indicated that, employee welfare measures have relation with job satisfaction, organizational commitment, absenteeism and turn over intention. Further, the results have also proven that, effective job satisfaction of the employees will be strongly influenced by the provision and management of welfare measures. Further, employee commitment to the organizational assignments as well as turn over intention will be largely influenced by both statutory and non-statutory welfare measures implemented in the organization. The absenteeism in the organizational activities will always yield negative results. Hence, from the analysis and findings, it is to conclude that, effective implementation of welfare activities (including statutory and non-statutory welfare measures) as well as creating awareness in the employees about welfare measures will largely help the APSRTC in motivating the employees to work positively and fetch name, fame, sustenance and income to the APSRTC.