CHAPTER 5

RESEARCH SUMMARY, CONCLUSION AND SUGGESTIONS

5.1 Introduction

This chapter describes the research summary, findings and conclusion drawn based on statistical analysis. Based on the results, suggestions are given for improving the perception level of HRM practices of employees in Karnataka State Road Transport Corporation, Bangalore. The resultant study results also paved way for identification of areas for future research.

The study was aimed to measure the perception level of employees working in KSRTC, Bangalore on the existing human resource management practices. While doing so, an attempt was made to find out the employees’ preferred factors by collecting their opinions to improve the HRM Practices. The study was aimed to find out the objectives 1) To study the profile and management performance of the Karnataka State Road Transport Corporation, Bangalore; 2) To understand the Human Resource Management Policies adopted by the Karnataka State Road Transport Corporation, Bangalore; 3) To study the effects of demographic variables of the employees on their levels of perception towards Human Resource Management Practices in the Karnataka State Road Transport Corporation, Bangalore. 4) To evaluate the perception of the employees towards Human Resource Management Practices in the Karnataka State Road Transport Corporation, Bangalore; and 5) based
on the findings of the present study and to test the hypotheses (given in the Para 1.12).

The study was conducted in Karnataka State Road Transport Corporation, Bangalore by selecting a total of 318 employees as sample respondents; 229 employees were drivers and conductors, 52 employees were technical staff and remaining 37 employees were administrative staff. Field survey method and personal interview technique were adopted to collect data in addition to secondary source of data. The perception levels of employees on HRM Practices were identified by means of a scoring scale of the questionnaire in respect main 11 factors of HRM consisting of 39 sub variables common to all category of respondents and 19 sub variables surveyed to Level 1 (Drivers and Conductors); 10 sub variables surveyed to Level 2 (Technical Staff) and 6 sub variables surveyed to Level 3 (Administrative Staff) on their various issues related to HRM practices.

5.2 Research Design

The study was organized as follows in five chapters,

The First Chapter provides, the Introduction, concepts of HRM, statement of the problem, objectives of the study, operational definitions of concepts, testing of hypotheses, scope of the study, sampling design, tools for data collection, frame work of analysis, limitations of the study and scheme of the report.

The Second Chapter presents the Review of Literature, which presents previous studies related to the research and gap identification leading to the objectives and hypothesis of the present study.
The Third Chapter deals with the Profile of Organisational Characteristics and HRM Practices adopted by the Karnataka State Road Transport Corporation, Bangalore.

The Fourth Chapter presents the Empirical analysis of perception of employees towards Human Resource Management practices, furnishes the profile of the sample employees and highlights their perceptions towards HRM Practices of the Karnataka State Road Transport Corporation, Bangalore and,

Chapter Five deals with Research Summary, Conclusion and Suggestions of the study and offers various suggestions for improving the HRM Practices and suggests scope of future research in KSRTC, Bangalore.

5.3 Research Methodology

Based on the review of literature, objectives and hypotheses were framed. The study is mainly explorative and analytical in nature with the use of both primary data and secondary data. The secondary data needed for this study have been collected from the Karnataka State Road Transport Corporation, Bangalore Publications of the Department of KSRTC and the Publication of the Central Institute of Road Transport. The primary data were collected through a prejudged, tested and well-designed questionnaire. The collected primary data have been summarized and tabulated for the purpose of consequential statistical analysis and processed with the help of appropriate statistical tools in order to fulfill the objectives of the study. The collected data were analysed using the Software “Statistical Package for Social Sciences (SPSS) version 18”. SPSS is utilized to compute the perception of HRM Practices
and test through the relevant hypotheses. The main analysis consists of Factor analysis, correlation coefficients and also descriptive statistics to enumerate and analyze the other aspects like demographic relationships. Other than the SPSS analysis, t test, one way Anova were used to measure the perception of employees on the human resource management practices of the Karnataka State Road Transport Corporation Bangalore. The results are presented and discussed in Chapter 4.

5.4 Major Findings

5.4 (a) Study on Demographic Characteristics of Employees

The demographic characteristics viz., Level of Employees, Gender, Age, Educational qualification, Monthly Income, Years of Experience, Trade union Membership, Dependents, Dependents Working in the same Organization and Annual Income of the Family, were analyzed using descriptive statistics.

Level of the employees: The majority of the respondents are level 1 employees (drivers and conductors) followed by level 2 employees (technical staff). This result indicates that the operating unit is mostly operated and functioned only by the participation of drivers and conductors.

Gender of the employees: The majority of the employees are male and very less employees are female. This shows that KSRTC is a male dominated unit.

Age of the employees: The majority of the employees are in the age group between 41 and 50 years which constitute 62 per cent. And the second largest components of employees are in 51 and above age group. These results
indicate that mostly middle and upper age group people are in the working group.

**Educational qualification**: About 40 per cent of respondents were found educated HSC. This clearly shows that, high educational qualification does not become big factor to enter into the transport corporation. Hence minimum qualifications seem to be sufficient to carry on the work in KSRTC.

**Monthly Income**: A majority of the respondents (51 per cent) were getting the salary of `7501 – 10000 and 35 per cent of the respondents getting `10001-15000.

**Number of Years Experience**: Majority of the respondents (29 per cent) were experienced between 16 and 20 years and 24 per cent are having 11-15 years experience. This shows that most of the employees are experienced

**Dependents**: Majority of the respondents (46 per cent) were having the dependents of 5-6 members and 36 per cent of respondents are having 7 and above members as dependents.

**Respondents’ Membership in Association**: Except very few employees all employees become the part of trade union. This illustrates that the involvement of employees in trade union activities become mandatory among road and transport corporation employees.

**Respondents’ Relatives in the Corporation**: Very few (3 per cent) employees’ relatives are working in the corporation. This shows that the
existing employees may not have an interest of referring their relatives to the corporation because of hard nature of work.

**Annual Income of the Respondents’ Family**: A majority of the respondents (56 per cent) annual income crosses the mark of one lakh and this shows the employees are having multiple income sources.

### 5.5 Factor Analysis

- From the factor analysis ten factors were identified and named as dimensions viz., Employee Work Life Climate, Employee Welfare, Training and development, Wage and salary administration, Performance appraisal and leave facilities, Manpower planning, Trade union relations, Organizational climate, Transfer, and Employee motivation in KSRTC, Bangalore Division. All these factors were found to be highly influential to KSRTC employees in order to have good HRM Practices.

- Employees are perceived highly and given high mean rating for the following items of measurement scale viz., Higher officials’ responsibility of conducting training programmes (4.01); Office infrastructures (3.92); Corporation training (3.79); Transfer by others’ threatening (3.75); Probationary duration (3.69); Political and Higher officials influence in promotion (3.64); Employees higher education (3.63); Job perfection from training (3.59); Duration of training (3.58); Political and higher officials influence in transfer (3.58); Loans and advances (3.49); Free traveling pass (3.46); Action on long leave (3.38); Overall performance of corporation
(3.33); Salary revisions (3.28); Solving problem by trade union (3.26); Training aids (3.19); Appraisal methods (3.19); Yearly salary increment (3.16); Enquiry procedure (3.15); Workers participation in management (3.14) and Scholarship to employees’ children (3.04).

• However, Employees are perceived moderately and below and have given low mean rating for the following items; and the aspects like Corporation's canteen (2.98); Service record book uses (2.94); Manpower planning (2.9); Casual; medical and other leave (2.88); Transfer by corporation to corporation (2.87); Corporation and trade unions relationship (2.87); Employee Norms (2.83); Employee grievance handling (2.75); Frequent employment News (2.68); Demotion policy (2.51); Transfer policy (2.5); Transfer by punishment (2.49); Higher official approach (2.47); Library facilities (2.45); Retirees welfare (2.34); Other allowances (2.04); and Present salary proportion (1.79). Hence, the organization needs to give a relook on these factors.

• By studying the Overall Mean Scores on Each Factor of HRM Practices as perceived by employees of KSRTC. We have found that factors like wage and salary administration, employee motivation, transfer, trade union relations and employee welfare, turned to be the issues where KSRTC should give more importance and attention in its HRM policies and practices.
• And rest of the factors (Organizational climate, Training and development, Performance appraisal and leave facilities, Manpower planning and Employee Work Life Climate) in KSRTC seem to be effective and therefore they can continue with the existing practices.

5.6 Findings on Analysis of Demographics of KSRTC Employees on Various HRM Practices

The analysis of demographics of KSRTC Employees on various HRM practices like Employee Work Life Climate; Employee Welfare; Training and development; Wage and salary administration; Performance appraisal and leave facilities; Manpower planning; Trade union relations; Organizational climate; Transfer; Employee motivation and Overall HRM Practices, indicate the following salient findings:

5.7 Different Levels of Employees on Various Factors of HRM Practices

• Level 1 (Drivers and Conductors) and level 3 (Administrative Staff) workers have given higher rating for Employee Work life climate.

• When compared to level 1 (Drivers and Conductors) workers and level 3 (Administrative Staff) employees have access to the higher ups and even transfer policies are found to be friendly to these employees.

• Level 3 (Administrative Staff) employees have rated Training and development very high compared to other two groups. Administrative staff
is very much interested for Training and development programs and always look for an opportunity for Training and development programs.

- Administrative staff are very much convenient in accessing the loans and advances and taking leave.

- Administrative staff are more involved and very much interested in the man power planning and they normally like and enjoy it, also they feel that there is an influence by political parties in their promotion process.

- Administrative staff feel that there is a cordial relation between corporation and trade union because they are not much involved like other level of employees.

- Drivers and Conductors are very much agreeing that the workers participation in management and organizational climate of KSRTC, Bangalore are good.

- Administrative staff enjoys the transfer from corporation to corporation, because the female ratio is high in administrative cadre and they look for transfer by nature.

- Administrative staff are agreeing much comparatively to other levels, because they plan their retirement plans well in KSRTC than the drivers, conductors and technical staff.
• When compared to drivers and conductors and technical staff, administrative staff have more favorable opinion on the HRM practices in KSRTC, Bangalore.

• There was no significant difference between Wage and salary administration and HRM Practices and all other factors have a significant difference.

5.8 Gender of Employees on Various Factors of HRM Practices

• Men and Women significantly differ in the level of perception towards HRM Practices of KSRTC.

• Men have given poor ratings on Training and Development compared to women. When compared to women, men have very rigorous training and development in KSRTC and this could be one possible reason for such a result.

• Men compared to women have rated very low for the Performance appraisal and leave facilities. As per the cadre rules, leave is minimum for men particularly for drivers and conductors who work in bus operations which is an essential service that may not be postponed. Even if they are allowed to go on leave they have to arrange for a substitute to run the fleet.

• Men have rated low for trade union relations. When compared women, men are highly involved in trade union activities and they are not happy about these activities because they think that there is no effective progress
in collective bargaining for trade unions. Women usually keep away from trade union activities.

- Compared to men women in KSRTC agree more with the transfer rules and regulations. Whereas men are neutral in this factor because they are not happy with the punishment transfers and internal and external political influences.

- Men and women differ in the Employee motivation factor significantly. The question here deals with retirement benefit and men seem to be less happy with this aspect when compared to women.

- When compared to men, women have more favorable opinion on the HRM Practices in KSRTC, Bangalore.

### 5.9 Age group of Employees on Various Factors of HRM Practices

- Employee Work life Climate was found to be significant for the various age groups of employees under study.

- In Employee Work life Climate, there was a significant difference between the 30 and 40 years age group and 51 and above age groups. This shows that the younger age group is not strongly agreeing with this factor. KSRTC is traditional in nature and this could be one reason why younger generations have rated low compared to their elderly counter parts who have been working for substantial period enjoying and experiencing good quality of work life.
For the factor Employee Welfare there is a significant difference between 30 and 40 years, 41-50 years aged employees and 51 and above aged group employees. Further there was a significant difference between the 41-50 years aged group and 51 and above aged groups of employees. This shows that the younger age group is not strongly agreeing with this factor and they are yet to experience the welfare measures and younger generation expects more than what the elders agreeing for.

For the factor Training and development there is a significant difference between 30-40 years aged and 41-50 years aged employees. Further, there was a significant difference between the 41-50 years aged group and 51 and above aged groups of employees. This depicts middle age grouped employees are highly interested in taking part in Training and development, because they are in the age where they can get promotion and other benefits because of training and development.

For the factor Wage and salary administration there is a significant difference between 30-40 years aged and 41-50 years aged employees. Further, there was a significant difference between the 41-50 years aged employees and 51 and above aged employees.

In both Training and development and Wage and salary administration, we can see similar trend. Training and development and wages and salaries have been rated low by younger people when compared to the elder employees. Because there will be common mindset among the younger age group that they are not interested in learning new things.
• In the factor Performance appraisal and leave facilities, there was a significant difference between 30-40 years aged and 41-50 years aged employees. Further, there was a significant difference between the 41-50 years aged group and 51 and above aged groups of employees. For this factor the ratings have been high by youngsters compared to the elder employees. They might not require many types of leaves as they might not have married and also they are enthusiastic about their work, hence they might be remaining busy in their works.

• For the factor Trade union relations was found to be significant for the various age groups of employees under study. And there was a significant difference between the 30-40 years aged group and 51 and above aged groups of employees. The middle 41-50 years old age group employee have rated this very high compared to other two groups. This is quite interesting because usually there is a notion that young people take part in trade union activities. But here we find that the middle aged people are involved much into trade union activities and as consequence of that they have rated high compared to other two groups in the study.

• Transfer factor was found to be significant for the various age groups of employees under study. Further, there was a significant difference between the 41-50 years aged group and 51 and above aged groups of employees. Younger people have given high ratings on this compared to other two groups. It could be because transfers may not be there for the younger people. In KSRTC transfers will start after certain work experience.
• Employee motivation factor was found to be significant for the various age groups of employees under study. Further, there was a significant difference between the 41-50 years aged group and 51 and above age groups of employees. The middle aged people have rated this factor higher compared to other two groups because of their experience in gaining required motivation.

• Overall HRM practices on age group employees was found to be significant for the various age groups of employees under study. When compared to young people on an average, middle aged people have rated significantly higher on prevailing HRM practices of KSRTC, Bangalore.

5.10 Educational Status of Employees on Various Factors of HRM Practices

• For the variable educational levels, all the factors have been found to be significant at 0.01 levels. The post hoc tests have shown that employees with PG (post graduation) had higher scores for all the factors of HRM, compared to other groups followed by UG (under graduation), ITI (technical training) and diploma holders.

• Education could give a sense of responsibility, thinking and working styles which might have created a significant change between highly educated and less educated employees. Many psychological studies on various aspects have revealed the effect of education and have found that education particularly higher education will have significant influence on
working styles and highly educated are people found to be different from other people.

5.11 Monthly Income of Employees on Various Factors of HRM Practices

- For the variable monthly income, all the factors have been found to be significant at 0.01 levels. The post hoc tests have shown that employees with higher monthly income scored higher mean compared to other groups followed by subsequent income groups except for factor Organizational climate.

- Higher income is also related to Education in the present study. Higher income group coupled with education might look to things differently. This group significantly scored lower on the factor “Organizational climate and workers participation in management”. They might be having some concerns with this factor.

5.12 Experience of Employees on Various Factors of HRM Practices

- For the variable employee experience, all the factors have been found to be significant at 0.01 levels except for the factor, Employee Work life Climate.

- Overall HRM practices were found to be significant for the different levels of employee experience under study.

- The post hoc tests have shown that employees with less years of experience scored higher mean compared to other groups followed by
subsequent experience groups except for Wage and salary administration, man power planning, and Organizational climate and workers participation in management.

5.13 **Trade Union Membership of Employees on Various Factors of HRM Practices**

- For the variable, membership of trade union, all the factors have been found to be not significant at 0.01 levels except for Employee welfare which is significant at 5 per cent level.

- Because almost all the employees expect that very few are the members of trade union. So they are all having the same kind of mindset with all the other members. More of us the union always fight for workers and they object any of the innovation by the management if it increases, the work load of employees. It is common and usual that the members of union are having the common mindset over others.

5.14 **Dependents (Dependency) of employees working in the same organization on various factors of HRM practices**

- The result of ‘t’ test for the variable, any dependents working in this organization, on various factors of HRM practices in KSRTC have been found to be not significant at 0.01 levels except employee motivation.

- The nature of work in transport sector at all levels seem to be very tough and tight. In the case of Drivers and Conductors, the nature of the work is risky and tight, more over getting leave is also very difficult and it is possible only by proper arrangement. So they never refer and recommend
their dependents to be working in the same organization. Same situation is followed in the others levels also.

5.15 Dependents (Dependency) of Employees on Various Factors of HRM Practices

- Number of dependents of employees (variable), on various factors of HRM practices in KSRTC are found to be significant;
- The post hoc tests have shown that employees with more number of dependents scored higher mean compared to other groups followed by subsequent groups except for Transfer.
- If they were transferred, it becomes very difficult for them. Hence, people with more dependents could have scored less on this factor.

5.16 Annual Income of Employees on Various Factors of HRM Practices

- The ‘t’ test for the variable Annual income of their Family, on various factors of HRM practices in KSRTC have been found to be not significant at 0.01 levels except for organizational climate.

5.17 Correlation Analysis

- Employee Work life Climate has significant relationship with all other factors, except for Performance appraisal and leave facilities.
• Employee Welfare was found significantly related to all the other factors. Training and development has significant relationship with all other factors, except for Transfer.

• Wage and salary administration has significant relationship with all other factors, except for Performance appraisal and leave facilities.

• Performance appraisal and leave facilities have significant relationship with all other factors, except for Manpower planning and Trade union relations.

• Manpower planning has significant relationship with all other factors, except for Performance appraisal and leave facilities and Transfer.

• Trade union relations have significant relationship with all other factors, except for Performance appraisal and leave facilities and Transfer.

• Organizational climate has significant relationship with all other factors, except for Trade union relations.

• Transfer has significant relationship with all other factors, except Training and development, Manpower planning and Trade union relations.

• Overall HRM practices found to be significantly related very highly to each factor in the scale at 0.01 level.

5.18 Descriptive Analysis

• The statistical analysis for some of the distinct factors related to each level of employees, namely conductors and drivers, technical staff and administrative staff. Here we find that each factor differs for each level.
5.19 Descriptive Analysis for Finding Out Areas of Concern for of Level 1 Employees (Drivers and Conductors)

The Level 1 employees (Drivers and Conductors) have mostly agreed upon the factors as follows:

- For Sports and recreation; Incentives in production; Performance appraisal used in Promotion; Physical and Eye test; Government employment Exchange recruitment; Job perfection from Training and development; Training due to safety;
- These items need to be maintained and improved by the KSRTC, because level 1 employees, did agree with strongly on all the above factors.

The Level 1 employees (Drivers and Conductors) have disagreed upon on the factors as follows:

- Stress management training; New strategies and technological equipment; Shift rotation; Wage settlement act and govt. policy followed; speedy claim for compensation; Awards and rewards to high performers; Adequate safety equipment in buses; Collective bargaining; KMPL training, KMPL appraisal; and Route schedule.
- These items need a relook by the KSRTC because level 1 employees did not agree with these items strongly.
5.20 Descriptive Analysis for Finding Out Areas of Concern for of Level 2 Employees (Technical Staff)

The Level 2 employees (Technical Staff) have mostly agreed upon on the factors as follows:

- New strategies and technological equipment; Wage settlement act and govt. policy followed; adequate equipment in workshop; Physical and Eye test; speedy claim for compensation and Shift rotation.
- These items need to be maintained by the KSRTC because level 2 employees did agree with strongly.

The Level 2 employees (Technical Staff) have disagreed upon on the factors as follows:

- Collective bargaining; Sports and recreation; Satisfaction on incentives and Safety on duty.
- These items need relook by the KSRTC because on level 2 employees did not agree with strongly.

5.21 Descriptive Analysis for Finding out Areas of Concern for of Level 3 Employees (Administrative Staff)

- Administrative staff in KSRTC have been found to be high in their ratings on the items asked to them. Hence, it can be said that they have perceived HRM practices in KSRTC to be effective and therefore, KSRTC can continue with the existing practices.
The findings of the study have led the researcher to conclude that the perception of HRM Practices in KSRTC, Bangalore is good and it helps to increase the performance among the all employees.

Based on this study, we can say that if the KSRTC management wants to raise motivation among its employees, it must revise the wage structure and redefine the promotional polices, conduct a several modern training workshops and seminars in the organization, so that employees can discuss about their issues and they loyal to the organisation.

5.22 Suggestions

The following suggestions can be implemented by KSRTC, Bangalore Division to improve the prevailing HRM Practices in the organization:

1. The corporation can recruit young people so as to use their power and force in certain areas of the technical and operational field.

2. As the mean score rating arrived at in respect of corporations’ canteen, trade unions relationship, employee grievance handling, transfer policy, higher officials’ approach, library facilities and retirees’ welfare, was found to be low, it is suggested that the corporation must concentrate objectively on satisfying the employees in respect of the above factors.

3. The recruitment policy of the corporation can be redefined in all the categories of employees in the corporation particularly, in respect of drivers and conductors. The corporation requires more drivers and
conductors to operate the existing fleet. To manage the situation, the
corporation avails the casual labourers’ assistance which means that an
unskilled or less skilled worker is employed to perform the skilled job
which will produce undesired results in the performance. Therefore,
instead of using casual unskilled labour or less skilled, the corporation may
recruit skilled drivers and conductors on the basis of experience.

4. The corporation should evolve a formula to place the deserving and
eligible dependents of the employees by allowing certain reservation
percentage which will motivate the employees to some extent.

5. The perceived Employee Work life climate level of technical staff is found
low. Therefore, certain motivation schemes specially meant for technical
staff may be formulated and implemented. It would motivate them to
contribute their might to the prosperity of the corporation.

6. Favouritism in respect of promotion and transfer must go. The corporation
must chalk out a central plan to formulate these elements since favouritism
only promotes haste and unhealthy work experience which have a direct
bearing on the performance especially for level 1 (Drivers and Conductors)
and level 2 (Technical Staff) employees.

7. The drivers and conductors of the corporation are the only production
point workers and they must be provided with all the training facilities
from the corporation more than others. Then only the corporation will
attain the goal in quality service aspect.
8. Comparatively level 1 and level 2, the level 3 employees are finding very much convenient in accessing the loans and advances and availing leave. The awareness camp and education must be given to level 1 and 2 employees for further improvement.

9. Perception on political and higher official influence is high which should be eradicated at any cost since this factor will have an adverse impact on the functioning of KSRTC and on other employees who do not use political influence.

10. The drivers and conductors feel that there is no cordial relationship in respect of corporation and trade union. The corporation must avoid discrimination among the employees.

11. Drivers and conductors are very much agreeing that the workers’ participation in management and organizational climate of KSRTC, Bangalore are good. This has to be maintained by the corporation in future to improve the productivity of the corporation.

12. Retirement plans for drivers, conductors and technical staff need more attraction to increase the morale of the workers. The security and guarantee for human life is the big question for those categories especially to level 1 and 2 employees.

13. The employees are not so satisfied or feel convenient with the wages and salary given to them by the corporation and it has to be improved according to the working condition so as to improve the perception leading
to the satisfaction of the employees to the high degree level, as this factor has a direct bearing on the work output of the corporation.

14. The workers must be educated about the benefits and advantages of training programme, workshops, orientation and refresher courses, so as to remove “fear complex” from their minds, to add job perfection and strategic innovation in the development of the corporation.

15. Modern training methods to be adopted for level 1 and 2 workers and that the trainees have to realize their importance in the corporation.

16. As the trade union affiliation with the all level of employee category is very high and so will be the grievances. Hence, the corporation should sit up and try to minimize the grievances of the employees in the particular category so as to avoid any negative output arising out of the trade union activities.

17. When compared to men, women have more favorable opinion on the HRM Practices in KSRTC, Bangalore. This clears that the minorities are more attracted. The corporation can leverage and equalize their HRM practices.

18. Employees at entry level may be given on-the-job training to make the job more qualitative and useful. To attract young employees, the assistance may be given on higher education, library facilities and corporation canteen facilities which are very poor and inadequate in the perception of the respondents. Canteen and library facilities need to be improved to bring up the satisfaction level among the employees. The corporation is
mainly providing the facilities (a good working environment and employee safety) to administrative staff only and the corporation should evolve urgent measures to improve the safety elements among the technical staff, drivers and conductors.

19. Recreation facilities to ease out the work tension of the drivers / conductors should be improved.

20. The transfer policy adopted in the corporation is only found threatening the employees and transfer by punishment is on the higher side which needs serious consideration, as it would have a direct bearing on HRM.

21. The perceptions of the technical staff, drivers and conductors in respect of transfer in which the political and higher officials’ influences have the low mean rating. Therefore, the corporation must treat them as equivalent to administrative staff.

22. The corporation had to improve the performance appraisal elements both physically and financially, so as to record new growth in this aspect.

23. The satisfaction level of the drivers and conductors needs immediate consideration by the management since the approach of the officers towards drivers and conductors has received poor response.

24. For the best and trouble free bus operation, the corporation must open workshops for every 50 km. in the National Highway to avoid unnecessary breakdowns and to gain kilometer advantage.
25. Medical facility in the depots is highly required for the employees.

26. More welfare committees may be formed to address the various welfare needs of the employees.

27. KSRTC being an organization providing high end transport services, online training method can be implemented by replacing the existing traditional method of class room based training to scale new heights in transport sector.

28. Slow learning and low level performing employees’ can be sent for special technical training sessions to overcome their shortcomings, accidents and this will improve the productivity and enable to render good service quality to the public.

29. Employees can be given special training on delivering excellent service to their customers and travelling public.

30. Need based transfers can be implemented to serve the actual needs of the corporation.

31. Socio-economic characteristics like gender, age, experience, income level, educational qualification and annual income have significantly influenced the perception of workers. Hence, the above matters may be taken into consideration, while formulating personnel policies and programmes.

32. Suggestions made specifically to the Level 1 (Drivers and Conductors) employees
a) Stress management programmes should be conducted at frequent intervals since drivers and conductors are moving with the general public daily. Health camps, yoga sessions and other such rejuvenation camps can be organized to reduce their stress level.

b) The drivers and conductors of the corporation are the only production point workers and they must be provided with all the training facilities from the corporation more than others. Then only the corporation will attain the goal in this aspect.

c) The drivers are really doing a sensitive job to the society and their life is at heavy risk which they face every day. Hence, the corporation has to enhance their salary and risk allowance has to be provided along with all generous work benefits.

d) Corporation should evolve urgent measures to improve the safety elements among the drivers and conductors.

e) The corporation had to improve and change the traditional method of performance appraisal and they can modernize their performance appraisal system for drivers and conductors.

33. Suggestions made specifically to the Level 2 (Technical Staff)

a) Sports and recreation facilities should be conducted at frequent intervals since technical employees are moving with the hard parts of their work life. Health camps, yoga sessions and other such
rejuvenation camps can be organized to reduce their stress level and make them be happy both physically and psychologically.

b) New incentives methods and non financial incentives schemes may be introduced to technical employees who do more tough tasks in the organization.

c) Additional Safety equipments and training also be given periodically.

34. Suggestions made specifically to the Level 3 Employees (Administrative Staff)

a) Administrative Staff can be motivated by conducting HR awareness, Motivation sessions to overcome their inadequacies.

b) More and more cultural shows and family get together functions can be organized to bring in real happiness among Administrative Staff and their families.

c) Regular summer/holiday tours/picnics can be arranged to bring enthusiasm among the executives and their family members.

d) Employee participation in management can be made effective to make them feel part of the organisation and their suggestions can be accepted and implemented.
e) Quality circle can be formed for employees to have better exchange of information and discuss their problems to improve their service quality and to make themselves satisfied in their job.

f) Since it is a Public Sector unit and target oriented for achieving goals, targets can be fixed and additional perks can be given to the Best Performers.

Thus, by enumerating the suggestions based on the outcome of analysis and results the realization of the fifth objective viz., to suggest appropriate measures to improve the Human Resource Management Practices in the Karnataka State Road Transport Corporation has been fulfilled.

5.23 Scope for Further Research

The findings and suggestions of the present study are reasonably limited in its scope with regard to KSRTC, Bangalore. The results can be made more elaborate, if a number of other transport corporations in India have conducted and present results compared. Hence the following research areas are identified and suggested for further research on the HRM Practices of employees.

1) The study can be extended to identify the pattern of relationship among different dimensions of HRM Practices of KSRTC employees among the different members of Association of State Road Transport Corporation, New Delhi. So that similarities and dissimilarities can be meaningfully compared.
2) A study can be conducted to explore the HRM Practices in service industries like Hospital, Banking, Insurance, Information Technology and Hotel Industry employees and compared with the results with this study to gain more differential insights.

3) A comparative study of different corporation employees can be made which will give us lot, information and policy sharing among the corporations.

4) Comparing financial performance with service quality.

5) Discounting the social cost of transport operations or service / concessions to general public and finding out the remaining profitability in relation to service quality. This aspect of research is completely ignored.

6) The study can be extended incorporating variables such as

   a) Quality of Work Life

   b) Stress Management

   c) Organizational Commitment

   d) Organizational Climate