CHAPTER - 1

1.1 INTRODUCTION

There is no doubt that transport organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize her human resources effectively. Transport Organizations need to be aware of the requirement of human resources more realistically towards keeping their human resources up-to-date. In so doing, Transport managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market. This study, therefore, goes on to discuss one of the core functions of human resource which is training, employee performance, and how the earlier affects the latter.

This chapter is divided into four sections, which will give the reader a comprehensive overview of the study. The first section presents the subject matter by presenting the background of the study. This is will be followed by the statement of the research problem and the purpose of the study. Finally, the last section presents an overview of the progress of the rest of study.

IMPORTANCE OF TRAINING PROGRAMMES IN METROPOLITAN TRANSPORT CORPORATION LIMITED

Training is an integral part of Human resource development. In the present scenario training increasingly viewed as a mean of fostering the growth of the individual employee as well as the aim of this thesis is to examine the factors affecting training effectiveness and its implications on the employees of Metropolitan Transport Corporation at Chennai. To examine the study a literature review has been done on different aspects of training. The findings of this study suggest many factors which affects training effectiveness like motivation, attitude, emotional intelligence, support from management and peers, training style and environment, open-mindedness of trainer, job related factors, self efficacy and basic ability etc. This thesis also reveals models of training effectiveness measurement as well as the implication of a training programme. The importance of training effectiveness is also discussed in the thesis which is revealed through literature review.
1.2 METROPOLITAN TRANSPORT CORPORATION AND OVERVIEW

The Metropolitan Transport Corporation (formerly known as Pallavan Transport Corporation) sometimes known as the Metropolitan Transport Corporation, is the agency that operates the public bus service in Chennai, India. The Metropolitan Transport Corporation has an approximate fleet of 4000 buses and on a daily basis carries 5 million passengers to and fro which is half the population of Chennai. In March 22, 2016, the Union Transport Ministry reported that Chennai had the most crowded buses in the country with 1300 passengers per bus in each direction per day. During peak hours, in some routes, a bus with capacity to accommodate 80 persons carries twice the number of people due to the extensiveness of the system. It has an operating area of 3,929 square kilometres (1,517 sq mi). Metropolitan Transport Corporation has a total of 730 routes with its largest terminus being Broadway in Central Chennai.

Metropolitan Transport Corporation (Chennai - Dn.I) Ltd was established on 1 January 1972 with a fleet strength of 1,029 buses. The operational jurisdiction is the Chennai Metropolitan area. It served 176 routes and had 8 depots, including those at T. Nagar, Adyar, and Vadapalani. Depots at Anna Nagar and K.K. Nagar were established in 1973. The Pallavan Transport Corporation was split into two and a new Corporation, namely, Dr. Ambedkar Transport Corporation Ltd. started functioning from 19 January 1994 for this split. Poonamallee Depot were split buses covers Broadway via Koyambedu, Ambathur, and Redhills came under Dr. Ambedkar Transport Corporation Ltd and south-bounded bus Broadway via Guindy, Tambaram, and T. Nagar came under Pallavan Transport Corporation. Pallavan Transport Corporation was renamed as Metropolitan Transport Corporation (Madras Division –I) Limited, Dr. Ambedkar Transport Corporation was renamed as Metropolitan Transport Corporation (Madras Division-II) Ltd., on 1 July 1997.

In order to make the Corporations viable, and for better administrative control, Metropolitan Transport Corporation (Madras Division II) was amalgamated with Metropolitan Transport Corporation (Madras Division I) Ltd on 10 January 2001. The fleet strength of the Corporation at 1 March 2009 was 3,260 with 25 depots, a body building unit at Chromepet, a ticket printing press at K.K.Nagar and Reconditioning Unit at Patullos Road. During the year 2002-2003, 117 buses have been purchased for replacement. After 2007, thousands of number of buses is purchased for new services as well as replacement for old buses.
As of 2012, the corporation operates 42,961 services daily in 800 routes. The driver strength at Metropolitan Transport Corporation is 5,000 as against required driver strength of 5,800.

### Increase over the Years

<table>
<thead>
<tr>
<th></th>
<th>1972</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depots</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Fleet</td>
<td>1029</td>
<td>4,257</td>
</tr>
<tr>
<td>Scheduled Services</td>
<td>892</td>
<td>3685</td>
</tr>
<tr>
<td>Route</td>
<td>176</td>
<td>838</td>
</tr>
<tr>
<td>Employees</td>
<td>12,178</td>
<td>24,587</td>
</tr>
<tr>
<td>Passenger/day</td>
<td>1.2 million</td>
<td>5.2 million</td>
</tr>
<tr>
<td>Collection/day</td>
<td>$0.2 million</td>
<td>$30.2 million</td>
</tr>
<tr>
<td>Occupancy ratio</td>
<td>NA</td>
<td>75.83%</td>
</tr>
</tbody>
</table>

### Fleet

Per RTO rules, an Metropolitan Transport Corporation bus could accommodate a maximum of 83 passengers, including 48 sitting and 27 standing. However, buses carry over 160 passengers in some routes, especially during peak hours, with many travelling on the footboard of the bus resulting in several accidents. According to Union Transport Ministry of India in March 22, 2016, Chennai was reported to have the most crowded buses in the country with 1300 passengers per bus per day per direction. This is due to the extensive routes the buses ply to and also the cost which is reasonably less than some of the major cities in the country. An exclusive and efficient BRTS on dedicated elevated roads is being proposed by Metropolitan Transport Corporation as well as the Tamil Nadu Government in order to improve the share of public transport. For a city like Chennai, ideally more than 60% of the people should be using public transport systems. However, owing to its vehicle density which is the second highest in the country, only 40% of the citizenry use public transport which is quite low.
Deluxe bus from Ashok Leyland

An ordinary fare (white board) bus

Metropolitan Transport Corporation's Tata Marcopolo Bus
Normal buses These buses in the Metropolitan Transport Corporation fleet were manufactured by Ashok Leyland and Tata Motors. These buses were launched in the 1990s and some continue to ply while the majority have been replaced in favor of newer buses.

Semi-Low floor buses The semi-low floored and deluxe buses have improved passenger amenities like improved lighting; plastic molded seats and driver operated pneumatic, doors into its fleet. The first set of such buses from Ashok Leyland were introduced in February 2007. The newer range of these semi-low floor buses supplied under Jenner are BS-III compliant and have LED displays.
**Vestibule services** Metropolitan Transport Corporation also runs articulated buses provided by Ashok Leyland in congested routes. The fares are similar to those of ordinary services. These buses have 2 conductors, plastic molded seats and LED boards.

**Air-conditioned buses** Metropolitan Transport Corporation runs Volvo B7RLE air conditioned buses on selected routes. There about 100 of these buses running on select routes at regular intervals.

**Small buses** Metropolitan Transport Corporation has launched small bus services to connect remote places of Chennai and its suburbs. These buses are providing by Tata.

### Metropolitan Transport Corporation Fleet over the Years

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of buses on road</th>
<th>No. of buses off-road</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>2,344</td>
<td>287</td>
<td>2,631</td>
</tr>
<tr>
<td>2008-2009</td>
<td>2,792</td>
<td>370</td>
<td>3,162</td>
</tr>
<tr>
<td>2009-2010</td>
<td>2,958</td>
<td>327</td>
<td>3,285</td>
</tr>
<tr>
<td>2010-2011</td>
<td>3,007</td>
<td>355</td>
<td>3,362</td>
</tr>
<tr>
<td>2011-2012</td>
<td>3,034</td>
<td>374</td>
<td>3,408</td>
</tr>
<tr>
<td>2012-2013</td>
<td>3,027</td>
<td>356</td>
<td>3,383</td>
</tr>
<tr>
<td>2015-2016</td>
<td>3,797</td>
<td>460</td>
<td>4,257</td>
</tr>
</tbody>
</table>

### Depots

The Metropolitan Transport Corporation has 32 depots, each with an average parking capacity of 200 buses. The 46 depots of the Metropolitan Transport Corporation (as of 2016) are listed below.

### Metropolitan Transport Corporation Depots

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Depot</th>
<th>Depot code</th>
<th>Old code</th>
<th>Region</th>
<th>Fleet strength</th>
<th>Scheduled services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adambakkam</td>
<td>AB</td>
<td>Nil</td>
<td>Chromepet</td>
<td>55</td>
<td>51</td>
</tr>
<tr>
<td>2</td>
<td>Adyar</td>
<td>AD</td>
<td>B</td>
<td>Adyar</td>
<td>181</td>
<td>167</td>
</tr>
<tr>
<td>3</td>
<td>Alandur</td>
<td>AL</td>
<td>K</td>
<td>Chromepet</td>
<td>148</td>
<td>135</td>
</tr>
<tr>
<td>4</td>
<td>Ambathur</td>
<td>AM</td>
<td>E</td>
<td>Ayanavaram</td>
<td>195</td>
<td>179</td>
</tr>
<tr>
<td>5</td>
<td>Anna Nagar West</td>
<td>AN</td>
<td>H</td>
<td>Ayanavaram</td>
<td>232</td>
<td>213</td>
</tr>
<tr>
<td>6</td>
<td>Avadi</td>
<td>AV</td>
<td>X</td>
<td>Ayanavaram</td>
<td>161</td>
<td>148</td>
</tr>
<tr>
<td>7</td>
<td>Ayanavaram</td>
<td>AY</td>
<td>C</td>
<td>Ayanavaram</td>
<td>173</td>
<td>160</td>
</tr>
<tr>
<td>8</td>
<td>Basin Bridge</td>
<td>BB</td>
<td>Nil</td>
<td>Tondiarpet</td>
<td>43</td>
<td>41</td>
</tr>
<tr>
<td>9</td>
<td>Besant Nagar</td>
<td>BN</td>
<td>Nil</td>
<td>Adyar</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Depot</td>
<td>CD</td>
<td>Nil</td>
<td>Adyar</td>
<td>CD</td>
<td>Nil</td>
</tr>
<tr>
<td>----</td>
<td>------------</td>
<td>----</td>
<td>-----</td>
<td>-------</td>
<td>----</td>
<td>-----</td>
</tr>
<tr>
<td>10</td>
<td>Central Depot</td>
<td>CD</td>
<td>Nil</td>
<td>Adyar</td>
<td>178</td>
<td>165</td>
</tr>
<tr>
<td>11</td>
<td>Chromepe - I</td>
<td>CR</td>
<td>W</td>
<td>Chromepe</td>
<td>177</td>
<td>163</td>
</tr>
<tr>
<td>12</td>
<td>Chromepe - II</td>
<td>CW</td>
<td>Nil</td>
<td>Chromepe</td>
<td>48</td>
<td>45</td>
</tr>
<tr>
<td>13</td>
<td>Ennore</td>
<td>EN</td>
<td>K</td>
<td>Tondiarpet</td>
<td>69</td>
<td>64</td>
</tr>
<tr>
<td>14</td>
<td>Iyyappanhangal</td>
<td>IY</td>
<td>Y</td>
<td>Chromepe</td>
<td>155</td>
<td>144</td>
</tr>
<tr>
<td>15</td>
<td>K.K.Nagar</td>
<td>KN</td>
<td>G</td>
<td>Chromepe</td>
<td>199</td>
<td>182</td>
</tr>
<tr>
<td>16</td>
<td>Kudrathur</td>
<td>KU</td>
<td>Nil</td>
<td>Chromepe</td>
<td>33</td>
<td>31</td>
</tr>
<tr>
<td>17</td>
<td>Madhavaram</td>
<td>MV</td>
<td>K</td>
<td>Tondiarpet</td>
<td>118</td>
<td>107</td>
</tr>
<tr>
<td>18</td>
<td>Mandavelli</td>
<td>MN</td>
<td>J</td>
<td>Adyar</td>
<td>91</td>
<td>84</td>
</tr>
<tr>
<td>19</td>
<td>MKB Nagar</td>
<td>MB</td>
<td>Nil</td>
<td>Tondiarpet</td>
<td>31</td>
<td>28</td>
</tr>
<tr>
<td>20</td>
<td>Padiyanallur</td>
<td>PL</td>
<td>Nil</td>
<td>Tondiarpet</td>
<td>59</td>
<td>55</td>
</tr>
<tr>
<td>21</td>
<td>Perambur</td>
<td>PR</td>
<td>S</td>
<td>Ayanavaram</td>
<td>170</td>
<td>157</td>
</tr>
<tr>
<td>22</td>
<td>Poonamallee</td>
<td>PM</td>
<td>V, Z</td>
<td>Ayanavaram</td>
<td>185</td>
<td>172</td>
</tr>
<tr>
<td>23</td>
<td>Saidapet</td>
<td>SP</td>
<td>M</td>
<td>Adyar</td>
<td>104</td>
<td>96</td>
</tr>
<tr>
<td>24</td>
<td>Semmencherry</td>
<td>SM</td>
<td>Nil</td>
<td>Adyar</td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>25</td>
<td>Tambaram</td>
<td>TA</td>
<td>O</td>
<td>Chromepe</td>
<td>200</td>
<td>185</td>
</tr>
<tr>
<td>26</td>
<td>T.Nagar</td>
<td>TN</td>
<td>L</td>
<td>Adyar</td>
<td>102</td>
<td>95</td>
</tr>
<tr>
<td>27</td>
<td>Thiruvananmiyur</td>
<td>TR</td>
<td>R</td>
<td>Adyar</td>
<td>161</td>
<td>149</td>
</tr>
<tr>
<td>28</td>
<td>Thiruvotriyur</td>
<td>TV</td>
<td>N</td>
<td>Tondiarpet</td>
<td>111</td>
<td>103</td>
</tr>
<tr>
<td>29</td>
<td>Tondiarpet - I</td>
<td>TD</td>
<td>A</td>
<td>Tondiarpet</td>
<td>149</td>
<td>139</td>
</tr>
<tr>
<td>30</td>
<td>Tondiarpet - II</td>
<td>TW</td>
<td>T</td>
<td>Tondiarpet</td>
<td>84</td>
<td>77</td>
</tr>
<tr>
<td>31</td>
<td>Vadapalani</td>
<td>VP</td>
<td>D</td>
<td>Chromepe</td>
<td>211</td>
<td>195</td>
</tr>
<tr>
<td>32</td>
<td>Vyasarpadi</td>
<td>VY</td>
<td>P</td>
<td>Tondiarpet</td>
<td>112</td>
<td>105</td>
</tr>
</tbody>
</table>

| Total | 3,989 | 3,685 |

**Revenue**

As of 2012, Metropolitan Transport Corporation's advertisement revenue per month is ₹ 86 lakhs. About 2,000 of the Metropolitan Transport Corporation's 3,400 buses have been maintained by companies that advertise on the buses since December 2011, but the advertisement space was open for all to bid. In 2012, Metropolitan Transport Corporation decided to allow only those companies that take up the cleaning assignment. Still they will have to pay the market rate for the space, while they will get paid for the cleaning. As of 2012, the corporation pays ₹ 18 per bus per cleaner every day. As of 22 Feb 2016 the total revenue per day of all the buses is 2.75 cr.

**Occupancy**

The Metropolitan Transport Corporation buses have an occupancy ratio (average number of passengers to total seating capacity in a bus) of 84.35%. Each Metropolitan Transport
Corporation bus can carry 72 people, including 24 standing passengers. The occupancy ratio in Chennai is amongst the highest for the 38 transport corporations in the country.

**Connectivity with MRTS and airport**

The Metropolitan Transport Corporation services are not integrated with the Mass Rapid Transit System. Some of the MRTS stations are located away from bus stops which make transfers difficult. Recently mini-buses have started to ply as a feeder to plug the gaps in connectivity. There are buses to various parts of the city from the airport and some air passengers and many airport employees, use the service. The bus stop is close to the international terminal.

**Accidents**

The accident rate of Metropolitan Transport Corporation is high compared to similar metropolitan transport corporations in the country. In Chennai, 104 people died in 2012 in accidents involving Metropolitan Transport Corporation buses. The driver unions are blamed for violations going unpunished and continuing unabated.

**People killed in accidents involving Metropolitan Transport Corporation buses**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>142</td>
<td>145</td>
<td>138</td>
<td>132</td>
<td>112</td>
<td>104</td>
<td>98</td>
<td>94</td>
</tr>
</tbody>
</table>

To mitigate the no. of accidents, officials of the corporation and the traffic police conduct refresher courses and yoga classes for Metropolitan Transport Corporation drivers.

**Criticism**

There have complaints about operator behavior on Metropolitan Transport Corporation buses and these have been effectively addressed by the administration by having special counseling and yoga sessions for the workers. The entrances to most buses have at least two steps. This poses difficulty for some passengers to alight or board the buses. Some of the bus stations are poorly maintained.
Metropolitan Transport Corporation officials are under pressure from councilors and MLAs to introduce new bus routes to or through their constituency even though such a move may not be the most profitable of options. "While this is not always bad as certain routes need to be run even if they are not profitable, Metropolitan Transport Corporation as an operator should cover its basics first and meet the demands along high-capacity routes," said an expert in the field of public transport.

1.3 INDIAN METROPOLITAN TRANSPORT CORPORATION

ADMINISTRATION DEPARTMENT

This wing is headed by one General Manager (Administration). The Departments mentioned above are under his control. This department deals with the recruitment in respect of various categories, following the rule of reservation, establishment matters, implementation of the policy decisions, implementation of government orders, Service details, pay control etc. of the employees. Public relation activities, issue of free passes, lost property matters, Labour welfare matters.

OPERATION WING

This wing is headed by one General Manager (Operation), the departments mentioned above are under his control. This department deals with the operation of bus services, maintaining fare tables, Time schedule, curtailment / augmentation, deviation of services, attending to the grievances of the travelling public regarding operation of bus services as well as on the complaints against the crew’s behaviour, operation of chartered trips, issue of Students Concession Ticket and Monthly Season Ticket, checking of buses, collection of penalty, accident investigation, operation of Night Services etc.

TECHNICAL WING

This wing is headed by one General Manager (Technical). The Technical department is under his control. The maintenance of buses in the 25 Depots of this Corporation, Running of Work Shops and other Technical Units are the main functions.

COMPANY SECRETARY
The Company Secretary deals with Company affairs of the Corporation. He is also designated as the Public Information Officer as per the Right to Information Act.

ACCOUNTS DEPARTMENT

This Department is under the head of one officer viz. Financial Adviser and Chief Accounts Officer. The functions are entirely accounts activities of the Corporation. The other functions are the settlement of terminal benefits to the outgoing employees, preparation of Annual accounts and Budgeted.

AUDIT DEPARTMENT

Separate Internal Audit Wing is functioning under the head of the Chief Audit Officer. The Audit Department also co-ordinates with Internal Auditors (External agencies) and obtain periodical reports from them.

1. GENERAL INFORMATION ABOUT AREA OF OPERATION:

Chennai Metropolitan Area (CMA) covers an Area of 1177 Square Kms. of which 172 Square Kms. forms the city proper. Chennai Metropolitan Area had a population of 5.7 millions in 1991 and it has increased to 7 million now.

The Metropolitan Transport Corporation with a fleet strength of 2773 vehicles is operating 2554 services in 500 routes from 25 Depots spread all over the Chennai Metropolitan Area. The bus utilization is 267 Km. Per day. 18,300 Employees are working in Metropolitan Transport Corporation. Metropolitan Transport Corporation has 73 established terminals from where the buses are operated and it has 151 wayside terminals for convenience of the travelling public. About 37 lakhs passengers travel daily in Metropolitan Transport Corporation buses.

2. DIFFERENT TYPES OF SERVICES:

The Metropolitan Transport Corporation has a good network of routes unlike other states, connecting directly different parts of Chennai with other parts of Chennai. The maximum route length is 43.70 Kms. between Broadway and Kovalam.
Metropolitan Transport Corporation Limited is operating bus services in different types with different rate of fare approved by the Government are as follows:

a) Ordinary Services - White Board with Black Letters  
b) L.S.S./PP Services - Yellow Board with Black Letters  
c) Express Services - White Board with Green Letters  
d) Deluxe Services - Green Board with Blue Letters  
e) M Services - White Board with Blue Letters  
f) Night Services - Black Board with White Letters.

Metropolitan Transport Corporation has an established Transportation Planning Division, which prepares route plans and schedules for the operation of buses. Specials are also operated during Fairs & Festivals. For the benefit of Industrial workers, Cine goers and for the public coming from other districts / other cities in other mode of Transport like district services / long distance trains during nights, Late Hour Service and Night Services are operated in selected routes. For the benefit of the passengers, where there is no terminal facility Night Halt Services are operated in selected routes to provide early morning service and Late Night Service. For monitoring the operation of buses, the Time Keepers are posted at the terminals and Traffic Officers with Wireless sets are moving around the Chennai Metropolitan Area. Metropolitan Transport Corporation is also having checking squads which function round the clock monitoring the Ticket-less Travel and the crew behaviour.

3. CONCESSION TICKET ISSUED BY THE METROPOLITAN TRANSPORT CORPORATION LIMITED:

50% Concession Tickets to the Students studying above 12th Standard in all Colleges, Technical Institutions (I.T.I. Polytechnic & Engineering) Medical Colleges (M.B.B.S. and other Branches of Medicine) are issued to travel in buses from their Residence to College and back to their Residence on all days including Holidays. The Evening College and Technical Education Part-time Students are also eligible for this concession tickets. Further, tokens are issued at a cost of Rs.2/- each, up to a maximum of 60 tokens per month to College Students travelling in Metropolitan Transport Corporation buses for visits to Library and back to their Residence. Costs of Students Concession Tickets are given below:
4. 50% STUDENT CONCESSION TICKET

1. PROCEDURE:

Issue of 50% Student concession application forms, Registration, and issue of point to point card with tokens for the first month of every academic year is being done through the concerned educational institutions. For the remaining months point to point card and Tokens will be issued directly to the student at the M.T.C.'s sales counters.

2. ISSUING POINTS:

In M.T.C.’s area of operation, 50% S.C.T., point to point card and tokens are issued at the following termini.

Working Hours: 08.30 Hours to 11.00 Hours

15.00 Hours to 19.30 Hours

Sales Counters available at:-


3. PERIOD OF ISSUE:

50% S.C.T. tickets are issued from 1 to 15th every month.
4. **MONTHLY SEASON TICKETS. CARD**

Monthly Season Tickets are being sold by collecting 40 trips the LSS Fare from the origin to destination with permission to travel 60 trips (daily 2 trips).

1. **PROCEDURE:**

Commuters those who like to get the M.S.T. Should get first an Identity card which is also sold at all M.T.C.'s sales counters at the cost of Rs.5/-.

After producing the Identity card only, the M.S.T. Card will be issued to the commuter mentioning his Identity Card No. on it.

2. **ISSUING POINTS:**

All the sales counters indicated in pre-page.

3. **PERIOD OF ISSUE:**

M.S.T. Cards are issued from 1st to 20th of every month.

6. **TRAVEL AS YOU PLEASE TICKET**

Passengers can avail Travel as please Ticket

1. Holiday one day ticket  Rs.30/-
2. Weekly ticket  Rs.160/-
3. Monthly ticket  Rs.600/-

These tickets are issued as per the conditions printed on the ticket.

1. **Procedure:**

Commuters those who like to get the T.A.Y.P.T. card Weekly/Monthly should get first an Identity Card which is also sold at all M.T.C.'s sales counters at the cost of Rs.5/-.
After producing the Identity Card only, the T.A.Y.P.T. cards Weekly/Monthly will be issued to the commuter mentioning his Identity Card No. on it.

2. **Issuing points:**

All the sales counters indicated in pre-page.

3. **Period of issue:**

Weekly: All Saturdays, Sundays and Mondays

Monthly: From 1st to 20th of every month.

**7. CHARTERED TRIP FOR COMPANIES:**

**Fare:** For the first 20 Kms. operation Rs. 1,500/- For the every additional Km.

\` Operation beyond 20 Kms. Rs. 45/-

**8. CHARTERED TRIP FOR PRIVATE PARTIES/SCHOOLS:**

Twice the revised LSS Fare for the actual journey performed by the party subject to minimum of 100 passengers.

Reservation Charges: Rs.150/- per bus/Trip.

If the party detains the bus before commencing the journey more than 15 minutes, Detention charges at the rate of Rs.85/- for every block of 15 minutes to be collected on the spot for the period exceeding 15 minutes.

**9. CONDITIONS:**

1. Chartered trips will be provided within Chennai Metropolitan Area Limits

2. One month charges (for the actual number of working days) shall be paid in Advance.

3. Chartered trip charges shall be paid by D.D.
4. M.T.C. is not liable for compensation or loss if any arises due to non-operation of chartered trips due to unforeseen reasons. Chartered trip charges alone will be refunded in case of non-operation.

5. Information about the cancellation of trips shall be given 24 hours in advance.

   Contact Phone No. 23455801,23455832,23455866

   Mobile No.9840701777.

10. **LUGGAGE FARE:**

Passengers can carry hand bags, small box upto 5 Kgs. free of charge. The luggage fare for items meant for sale is given below:

   a) For Vegetable Baskets or Gunny Bags upto 20 Kgs. minimum fare

      Rs.3/- or single journey fare for the distance involved which ever is higher.

   b) For luggage more than 20 Kgs. minimum fare Rs.6/- or twice the journey fare which ever is higher.

   c) Fish Baskets minimum fare Rs.8/- or twice the journey fare which ever is higher.

11. **HIRING OF BUSES BY GOVERNMENT DEPARTMENTS & PRIVATE PARTIES:**

   a) Hire charges Rs.3,500/- per day (24 Hours) (i.e. Rs.2,000/-+Rs.15/- per Kms. for a minimum of 100 Kms.)

   b) Timings will be calculated from the departure of the bus from the Depot

   c) Further details of Terms and Conditions of hiring can be had from the public relations Officers of Metropolitan Transport Corporation Limited.

In 1947, the Government of Madras nationalized the passenger transport for the first time by introducing 30 buses in Madras City, side by side with the buses run by the private operators at that time. The operation was under the control of the then Madras State Transport
Department. In 1972, the departmental setup was transformed into a company setup in order to inoculate a commercial approach without sacrificing the social responsibilities. Thus, Pallavan Transport Corporation Limited was formed under the Companies Act 1956, by the Government of Tamil Nadu on 01.01.1972 with a fleet strength of 1029 buses.

The fleet strength gradually increased correspondingly to the requirements of the public and reached 2332 on 01.01.1994. Following that Pallavan Transport Corporation Ltd was bifurcated as Dr. Ambedkhar Transport Corporation Limited and Pallavan Transport Corporation Limited on 19.01.1994. The South of the Chennai Metropolitan city from EVR Periyar road came under the operational jurisdiction of the Pallavan Transport Corporation Limited. The North of Chennai Metropolitan city from EVR Periyar Road (including EVR Periyar road) came under the operational jurisdiction of the Dr. Ambedkar Transport Corporation Limited.

In the public interest, both the divisions were amalgamated into a single corporation under the name Metropolitan Transport Corporation (CHENNAI) LTD. with effect from 10-01-2001.

**Corporate Office**

<table>
<thead>
<tr>
<th>The Growth</th>
<th>As on 01 January, 1972</th>
<th>As on 31 MAY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depots</td>
<td>8</td>
<td>33</td>
</tr>
<tr>
<td>Fleet</td>
<td>1029</td>
<td>3964</td>
</tr>
<tr>
<td>Services</td>
<td>892</td>
<td>3688</td>
</tr>
<tr>
<td>Route</td>
<td>176</td>
<td>833</td>
</tr>
<tr>
<td>Employees</td>
<td>12178</td>
<td>24223</td>
</tr>
<tr>
<td>Passengers per day</td>
<td>12 lakhs</td>
<td>48 Lakhs [Avg.]</td>
</tr>
<tr>
<td>Collection per day</td>
<td>2 lakhs</td>
<td>265 Lakhs [Avg.]</td>
</tr>
</tbody>
</table>
## Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>TOTAL FLEET</td>
<td>3750</td>
<td>3794</td>
<td>3987</td>
<td>3980</td>
<td>3964</td>
</tr>
<tr>
<td>2.</td>
<td>AVERAGE AGE OF BUS</td>
<td>5.12</td>
<td>5.98</td>
<td>6.59</td>
<td>7.08</td>
<td>7.24</td>
</tr>
<tr>
<td>3.</td>
<td>NEW BUSES PUT ON</td>
<td>129</td>
<td>82</td>
<td>225</td>
<td>239</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>SCHD SERVICES</td>
<td>3531</td>
<td>3531</td>
<td>3685</td>
<td>3688</td>
<td>3688</td>
</tr>
<tr>
<td>5.</td>
<td>EFFECTIVE KMS (in Lakhs)</td>
<td>3600.43</td>
<td>3514.68</td>
<td>3535.23</td>
<td>3483.94</td>
<td>569.24</td>
</tr>
<tr>
<td>6.</td>
<td>KM/BUS/DAY</td>
<td>307</td>
<td>302</td>
<td>298</td>
<td>294</td>
<td>292</td>
</tr>
<tr>
<td>7.</td>
<td>F.U. %(INCL HNR)</td>
<td>87.56</td>
<td>84.21</td>
<td>84.47</td>
<td>81.01</td>
<td>78.86</td>
</tr>
<tr>
<td>8.</td>
<td>KM EFFICIENCY %</td>
<td>96.48</td>
<td>95.09</td>
<td>95.67</td>
<td>93.16</td>
<td>89.71</td>
</tr>
<tr>
<td>9.</td>
<td>% OF OCCUPANCY</td>
<td>74.50</td>
<td>76.12</td>
<td>76.22</td>
<td>77.57</td>
<td>71.41</td>
</tr>
<tr>
<td>10.</td>
<td>BREAKDOWNS</td>
<td>128</td>
<td>43</td>
<td>110</td>
<td>98</td>
<td>7</td>
</tr>
<tr>
<td>11.</td>
<td>B.D./10,000 KMS.</td>
<td>0.003</td>
<td>0.001</td>
<td>0.003</td>
<td>0.003</td>
<td>0.001</td>
</tr>
<tr>
<td>12.</td>
<td>ACCT/1,00,000 KM</td>
<td>0.60</td>
<td>0.56</td>
<td>0.47</td>
<td>0.37</td>
<td>0.29</td>
</tr>
<tr>
<td>13.</td>
<td>TYRE LIFE IN KM</td>
<td>173342</td>
<td>170118</td>
<td>173263</td>
<td>185787</td>
<td>197459</td>
</tr>
<tr>
<td>14.</td>
<td>PASSENGERS/DAY</td>
<td>49.50</td>
<td>49.65</td>
<td>48.67</td>
<td>47.08</td>
<td>48.01</td>
</tr>
<tr>
<td>15.</td>
<td>MEN/BUS (For Fleet)</td>
<td>6.40</td>
<td>6.65</td>
<td>6.25</td>
<td>6.07</td>
<td>6.11</td>
</tr>
</tbody>
</table>

## Depot Units

**TAKEN OVER FROM ERSTWHILE TNSTD ON 1.1.72**

1. TONDIARPET
2. ADYAR
3. AYANAVARAM
4. VADAPALANI
5. AMBATHUR
6. MADHAVARAM
7. T.NAGAR
8. MANDAVELI

**FORMED AFTER 1.1.72**

1. K.K.NAGAR 22-01-73
2. ANNANAGAR 11-03-73
3. SAIDAPET 08-03-74
4. THIRUVORTIYUR 15-12-75
5. TAMBARAM 11-07-77
6. VYASARPADI 18-07-79
7. THIRUVANMIYUR 30-08-81
8. PERAMBUR 03-02-82
9. TONDIARPET-II 03-07-83
10. POONAMALLEE 16-04-86
11. CHROMPET 29-05-87
12. AVADI 14-04-91
13. IYYAPPANAGAL 02-02-94
14. ENNORE 16-06-95
15. ALANDUR 16-07-95
16. BASIN BRIDGE 17-07-03
17. CENTRAL DEPOT 02-02-04
18. BESANT NAGAR 19-02-14
19. ADAMBAKKAM 19-02-14
20. SEMMENCHERY 12-10-15
21. CHROMPET-2 12-10-15
22. KUNDRATHUR 12-10-15
23. MKB NAGAR 12-10-15
24. PADIYANALLUR 12-10-15
25. KANAGI NAGAR 04.03.17

VEHICLES LEYLAND

- Single Decker 1802
- Semi Low Floor 1233
- Vestibule buses 69
- Mini 4
- Volvo A/C 69
- Tata Ordinary Buses 284
- Semi Low Floor 293
- Small Buses 210

EMPLOYEES LATEST
- Drivers 9680
- Conductors 10137
- Other traffic staff 287
- Technical staff 2930
- Technical supervisory staff 308
- Administrative and other staff 881
- TOTAL 24223
- MEN BUS RATIO FOR FLEET 6.11

FACILITIES PROVIDED

BUS SERVICES
- Via CENTRAL STATION RAILWAY COMPLEX.
- Via EGMORE RAILWAY STATION.
- Via TAMBARAM RAILWAY STATION COMPLEX.
- 48 NIGHT SERVICES TO IMPORTANT PLACES
- 100 High capacity VESTIBULE buses.
- 100 AIR CONDITIONED VOLVO BUSES ON SELECTED ROUTES.
- SEMI-LOW FLOOR BUSES WITH AUTOMATIC DOOR CLOSURE.
- PARK AND RIDE FACILITY IN TERMINALS FOR TWO WHEELERS.
- CONSUMER FORUM MEETING.
- PASSENGER COMPLAINTS CELL

1.4 HR POLICY IN METROPOLITAN TRANSPORT CORPORATION

Human resource management (HRM or HR) is the management of human resources. Commonly referred to as the HR Department, it is designed to maximize employee performance in service of an employer's strategic objectives. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

An HR policy addresses recruitment and selection processes. This includes interviewing, hiring, performance evaluations, employing family members, reference and background checks, immigration, physical and medical examinations, rehires and new-hire orientation. Additional policies pertain to employee classification.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2018 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human resources focuses on maximizing employee productivity. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize on recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deal with concerns of employees when policies are broken, such as in cases involving harassment or
discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources Generalists or business partners. These human-resources professionals could work in all areas or be labor-relations representatives working with unionized employees.

In startup companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. Due to changes in commerce, current topics in human resources include diversity and inclusion as well as using technology to advance employee engagement. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce.[citation needed] New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

Benefits for Individuals

- Learn to identify the difference between a policy, procedure, and guidelines
- Understand the do’s and don’ts for HR policy writing and management
- Review applied examples of policy interpretation and real life examples
- Cover a proven methodology for managing an HR policy portfolio
- Receive a ready to use HR policy and procedure template that contains key sections in a standardized format.

For Organizations
• Understand why an employer requires HR policies
• Know key considerations related to specific key policies to reduce employer risk of liability
• Identify proven communication practices for increasing employee compliance and awareness of HR policies
• Identify key HR policies to include in employee orientation session for new hires
• Increase awareness of what HR policies are critical and how this can vary based on an employer’s size.

Policy Overview
- Purpose of HR policy
- Policy versus procedure
- Policy writing best practices
- Avoiding common policy writing pitfalls
- Activity

Policy Resources
- Examples of best practice policies
- Policy and procedure template
- Guidelines template
- Policy development method
- Off-the-Shelf HR policy manual
- Activity

Key Considerations for HR Policy
- Mandatory policies based on legislative requirements and reducing risk
- Factoring in collective agreements and consideration of policy grievances
- Policy communication
- Policy interpretation
- Activity

Management of HR Policy
- Alignment with HR strategy
- Knowledge management
1.5 EVOLUTION OF METROPOLITAN TRANSPORT CORPORATION IN INDIA

The erstwhile Pallavan Transport Corporation Limited was formed in 1972 by taking over the business of Bus operation from the Government. In 1994 Pallavan Transport Corporation Ltd., was bifurcated as Pallavan Transport Corporation Ltd., and Dr. Ambedkar Transport Corporation Ltd. In 1997 it was renamed as Metropolitan Transport Corporation – I Ltd., and Metropolitan Transport Corporation – II Ltd. respectively. Again in 2001, the Metropolitan Transport Corporation – II Ltd. was merged with the Metropolitan Transport Corporation – I Ltd., and the Resultant Corporation renamed as Metropolitan Transport Corporation (Chennai) Limited. At present MTC is providing transport facilities to the public of Chennai Metro.

1.6 FUTURE OUTLOOK

This study addresses the need for better HR practices and its implementation in MTC for the benefit of the employees. The employees of MTC are serving in a tough environment in Chennai Metro. The employees particularly the fleet personnel like drivers and conductors are working in highly demanding situations. The growing population at Chennai, the travelling public, highly traffic oriented roads make the life of the drivers and conductors miserable. Therefore the Administration department in which the HR comes under the MTC should ensure that the life of these fleet personnel is more enjoyable rather than stressful.

1.7 SIGNIFICANCE OF THE STUDY

The development of the human resource is one of the biggest responsibilities of the organization today. Out of the five M’s- Manpower, Machine, Money, Method and Minute (for Information Technology industry) accepting, neglecting, training and retaining manpower is the most vigorous task (Baroudi & Ginzberg, 1986). No organization can function only by using money, machines, method and minutes, it is the human being that matters. If the organization wants to seek excellence, it’s important to have the best of the talent available; otherwise to cater to the present needs and to stand firmly, Training and
Development is recognized as one of the major activities in the organization (Carlson, et al., 2000).

To become a competitive organization, it’s important that employees gain proper knowledge and skills needed to meet the environmental changes (Mora, et al., 2011). This can be best facilitated by the training programs tailored according to the needs of the employee and their current job (Burke & Baldwin, 1999). Training can help in achieving this by carrying a smooth transition of the employees, focusing on their specific job roles, area of expertise, and by doing an effective career planning (Fleishman & Mumford, 1989).

Training activities are like an investment done (Cannon-Bowers, et al., 1995), to reap the crops of competitiveness, learning, achieving and building a better workforce to drive the organization towards success and glory. This should not be carried out like a blanket program-rather this should aim at three basic things: a) Benefiting employees in their current job-profile, b) Benefiting employees during their job transition, in case of any prospective offer and c) Benefiting employees in their career development.

Policies serve several important functions:

- Communicate values and expectations for how things are done at your organization
- Keep the organization in compliance with legislation and provide protection against employment claims
- Document and implement best practices appropriate to the organization
- Support consistent treatment of staff, fairness and transparency
- Help management to make decisions that are consistent, uniform and predictable
- Protect individuals and the organization from the pressures of expediency.

**The Metropolitan Transport Corporation** commonly have HR written policies in the following areas:

- Code of Conduct
- Confidentiality
- Conflict of Interest
- Working conditions
- Attendance
- Hours of Operations
• Termination (Voluntary and Involuntary)
• Recruitment
• Compensation
• Performance Management
• Learning and development
• Benefits and Eligibility
• Overtime
• Privacy
• Employee Information
• Bereavement Leave
• Compassionate Leave
• Vacation
• Sick Leave, Short Term Disability, Long Term Disability
• Maternity, Parental, and Adoption Leave
• Unpaid Leave
• Jury Duty
• Family Leave
• Grievance/Conflict Resolution
• Formal complaint process
• Disciplinary
• Discrimination and Harassment/Respectful Workplace
• Health and Safety
• Accident Reporting
• Workplace Violence
• Alcohol and Drug Use Policy
• Use of Company Equipment
• General policy on the review and update of organization policies.
• Employment/Labour Standards
• Privacy legislation
- Occupational Health and Safety
- Human Rights
- Workers Compensation
- What does this policy need to accomplish? What are the outcomes?
- How does this policy support the development of desired work culture
- How will this policy be monitored and enforced?
- How will this policy impact a manager's ability to act, for example, when reviewing performance, awarding promotions, approving leave, hiring or terminating?
- How will this policy impact our ability to attract quality candidates?
- How has our organization handled this issue in the past?
- Does the size of our workforce justify having a policy about this issue?
- Are we willing to invest the time it takes to keep the policy up to date?
- Will this policy foster something our organization believes in? For example, if an organization has a "family first" philosophy, it might want to have family-positive policies, such as flexible work hours.
- How does this policy impact funder requirements?

1.8 BACKGROUND OF THE STUDY
Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik&Barsoux 2002, 32) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources.

It is, therefore, in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to
ensure an adequate supply of staff that is technically and socially competent and capable of
career development into specialist departments or management positions (Afshan, Sobia,
Kamran & Nasir 2012, 646).
The question that may arise in many instances is why human resources are important.
Bearing in mind that human resources are the intellectual property of the firm, employees
prove to be a good source of gaining competitive advantage (Houger 2006), and training is
the only way of developing organizational intellectual property through building employees
competencies. In order to succeed. Organizations have to obtain and utilize human resources
effectively. Organizations, therefore, need to design its human resource management in ways
that fit into the organization’s structure as this it will make the organizations achieve their
goals and objectives. Moreover, it is also important for organizations to assist their workforce
in obtaining the necessary skills needed and, increase commitment. The management of
human resources in Africa in general and Uganda in particular is rather challenging as most
organizations have difficulties finding proper human resources. This may partly be a result of
the different kinds of problems, for example, political instability, corruption, bureaucracy,
poor infrastructure, low levels of education and purchasing power, diseases and famine
known to prevail in the African business context (Kamoche 2002, 994 – 995).

1.9 PROBLEM STATEMENT
Despite the increasing effects on training of organizational employees by organizations, there
is still limited literature on human resource development issues in developing countries
(Debrah & Ofori 2006, 440) and increasing concerns from organizational customers towards
low quality services in the telecommunications sector. It is further worth noting that while
much is known about the economics of training in the developed world, studies of issues 12
associated with training in less-developed countries are rarely found. The existing studies in
this relation (Harvey 2002; Harvey, Matt & Milord 2002; Jackson 2002; Kamoche 2002;
Kamoche, Debrah, Hortwiz & Muuka 2004; Kraak 2005) have taken a general human resource
management (HRM) focus creating a gap on issues such as the effect of training on employee
performance. This study will contribute in minimizing this gap in the literature and thereby
establish the basis to understanding of some aspects of human resource management in
general and training in particular in Chennai.
The rationale behind this research work is to make the training programs more effective. The success of the training programs lies on the ability of the program to fill the gap between the expected and actual performance of the employees. This is quintessential to carefully analyzing the area of proficiency/sufficiency/deficiency, before tailoring any Training Program for the employees.

For the detailed analysis, an Employability Skill Set is created, after conducting intense Literature Review, Primary data collection, taking expert views and using Statistical tools. This Employability Skill Set contains 24 skill types—both Generic and Technical, needed by the employees of metropolitan transport corporation limited at Chennai. This study has further lead to the formation of the Research Model which represents a gamut to prevail in the metropolitan transport corporation limited at Chennai.

The ‘Training Chart’ is an important entity of the overall training program and is prepared after conducting an empirical analysis on the Employability Skill set, creating a cluster profile of the employees and configuring them on the three levels of the organizational hierarchy. This ‘Training Chart’ would motivate the employees for various training activities which are tailored specifically for them, keeping the interest of both people.

1.10 RESEARCH QUESTIONS
The following are the research questions pertaining to this thesis
i. What is the importance of training practices on employee outcomes?
ii. What is the contribution of training on employee outcomes?
iii. Do employees training play a role in employee outcomes?
iv. How does career management affect employee outcomes?
v. What are the combined effects of training practices on employee outcomes?

1.11 RESEARCH OBJECTIVES
The research focuses on how to make the Training Programs more effective. The success of any Training Program lies on the Training Need Analysis (TNA) of the employees. For doing TNA, it is important to have an in depth knowledge of the skills needed in the metropolitan transport corporation. Thus, the major focus of the study is:
1. To identify skills required at diverse hierarchical levels in all depot of the metropolitan transport corporation at Chennai.
2. To construct an “Employability Skills Chart”, encompassing all aspects of skills required to work in the metropolitan transport corporation at Chennai.

3. To identify the importance and utility of every skill segment on which Training needs to be imparted.

4. Employee profiling to aid in construction of a “Training Chart” for understanding specific employee Training needs.

5. To construct a conceptual model for successful deployment & evaluation of Training.

To accomplish the Research Objective a self-designed, Research Instrument, comprising of many items was created and collected data from the employees of metropolitan transport corporation at Chennai.

1.12 SCOPE OF THE STUDY

This study focus on the effectiveness of training programs on the employees of the Metropolitan transport Corporation Limited, Chennai.

ADMINISTRATION DEPARTMENT

This wing is headed by one General Manager (Administration). The Departments mentioned above are under his control. This department deals with the recruitment in respect of various categories, following the rule of reservation, establishment matters, implementation of the policy decisions, implementation of government orders, Service details, pay control etc. of the employees. Public relation activities, issue of free passes, lost property matters, Labour welfare matters.

1.13 GOALS OF THE STUDY

In light of the above background, the aim of the study is to examine the effects of training on employee performance within the transport industry in Chennai. The sub goals included are as follows:

1. What training programs exist in the transport sector?
2. What are the training objectives?
3. What methods are used and do these methods meet the training objectives?
4. How does training affect employee performance?

It is expected that the findings of this study will help highlight the ways in which human resource training can be beneficial not only to the organizations but also to the career
development of its employees. All in all, the results pave way of improving human resources needed for the competitive performance of Metropolitan Transport Corporation Limited at Chennai.

1.14 OUTLINE OF THE STUDY
This study is structured into six chapters;
Chapter one gives a brief introduction to the subject of the study. It starts by presenting the background of the study. It continues by providing the statement of the problem of the study, highlights the goals of the study and a brief definition of the key concepts is presented. At the end of the chapter the structure of the study is be described.
Chapter Two and Three discussed the theoretical positioning of the study. The focus is mainly on any issues related to HRM practices for example included herein is literature on human resource needs, training methods, employee performance, effects of training on performance and other factors affecting employee performance.
Chapter Four presents the study methodology and discusses the procedures used to obtain the data, the reason for using this method, reliability and validity of the study. In the end the limitations of this study will later be discussed.
Chapter five gives a presentation of the study results and their analysis. It discusses managerial implications and provides the conclusion to this study. Towards the end of the chapter, future scope of research and suggestions provided.

1.15 LIMITATIONS OF THE STUDY
The limitations of this study are as follows:
1. This research has been undertaken from the point of view of employees of the Metropolitan Transport Corporation at Chennai but not from the other transport Corporations.
2. This study covers the employees of Metropolitan Transport Corporation who are serving in the organization for the minimum period of five years.
3. As the perception of employees is based on their own belief, view, experience etc., it may change in passage of time. So, findings of the study may not be suitable to future period.

1.16 CONCLUSION
In the competitive environment of modern era organizations are persistently improving performance of their employees by improving HR practices, MTC at Chennai is the public
sector corporation in which Effective HR practices improve the performance and lead to higher profits. The primary goal of any organization is to make profit. In order to gain competitive advantage the HR department must very purposefully design its strategy that is in line with the company’s goal. The only way to get the best out of human resources is to value them as assets in the real sense. Keeping the employees involved and engaged by good communication helps improve their performance. The employees are more engaged in employee engagement activities and their perceived performance is