CHAPTER-VII

SUMMARY AND SUGGESTIONS
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Human resource is the most critical factor for determining the efficiency and the effectiveness of an organization because it is precisely the people who will decide when and how to acquire and utilize various resources, including HR in the best interest of the organization. The ultimate success and survival of an organization will invariably be determined by the quality and competence of its human resources. Of all the tasks of management, managing the human component is the central and important task, because all else depends upon how well it is done.

Human Resource is a resource like any other natural resource. The economic development cannot be accomplished in developing countries unless they have well educated and trained, highly achievement motivated and properly developed human resources. People are the source as well as the conduct of knowledge and they lie both at the centre of the core functions of the corporations and the management initiatives which shape their operations. Therefore, HR is the total knowledge, abilities, skills, talents & aptitudes of an organization’s work force. The values, ethics, beliefs of the individuals working in an organization also form a part of it.

The management creates the people to realize the objectives of the organization and directs their efforts towards their achievement. Marketing plans organizes co-ordinates and controls the affairs of the organizations. It brings the human and material resources together for the achievement of the objectives of the organization. Human resource management is the process by which the employees of an organization are helped in a continuous
planned way to acquire and to sharpen capabilities required to perform various function associated with their present or expected future jobs. Develop their general capabilities as individuals and discover and exploit their own inter potentials for their own and or for organizational development purposes and along with develop an organization culture in which superior subordinate relationship, teamwork and collaboration among sub-unit are strong and contribute to the professional well-being and promote motivation and pride of the employees.

HRM has a great role to play in the global village as geographical boundaries of a country have only political relevance and the economic relevance has taken the of other areas. The rise of multinational and transnational corporations has placed new requirements on HR managers have to ensure a proper mix of employees in terms of knowledge, skills and cultural adaptability to handle global assignments. Whatever be the methods adopted by an organization, it all depends on the philosophy and vision it has adopted to roll the ball. Philosophy of an organization has a set of assumptions and beliefs about the way the organization should function. At the same time, vision of an organization has a long-term orientation, which is derived from the philosophy. The organization creates projections about where it should go and what major changes lay ahead. The philosophy, vision or the policies drawn up to taken up the vision should be imbibed by the people in the organization and it is the task of the HR managers to ensure that people are in line with the vision of the organization.
HRM practices directly or indirectly affects several other variables in the organization. HRM practices also help the organizations to achieve competitive advantage. According to the resource based view of the firm, competitive advantage can be developed and sustained by creating value in a way that is rare and difficult for competitors to imitate and the quality the human resource within is difficult to imitate. Employee-employer relations can be made improved if the organization implements effective HRM practices. A survey reveals the consequences of effective human resource management practices on employees trust; its result indicated a positive and significant influence of empowerment, organizational communication and procedural justice as determinants of employees trust in their managers. It also indicated that procedural justice mediates the impact of employee development on their trust in their managers. The HRM practices help the organization to increase mutual understanding between the employees and the employer.

Generally the application of promoting HRM practices on the grounds that human resources are frequently underutilized. Employees often perform below their potential. Bailey points out that HRM practices may have an influence on employee skills and motivation. HRM practices influence employee skills through the acquisition and development of firm’s human capital. Recruiting procedures and selection regimes will have an influence over the quality and type of skills new employees possess.

The implementation of HRM practices in any organization leads to enhance their employee commitment. Hence, the HRM practices enhance organizational performance. HRM practices and workers overall job satisfaction based on their satisfaction with pay. The result indicated that
several HRM practices raise workers overall job satisfaction and their satisfaction with pay.

Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. The public sector undertakings like Port Trust, Steel Plant, BHPV and public corporations like APSEB, APSRTC, LIC have started the departments of HRD consequent to the instruction from the government of India during the 6th five year plan. Either HRD or Personnel departments of any organization has look after some of the activities like framing HRM practices viz., recruitment, selection, training and development, performance appraisal, wage administration, welfare, industrial relations, OD, quality of work life etc.

It has been observed that the departments, even though named as HRD departments continued to give emphasis to carry out the routine activities which they used to conduct as personnel department. It is something like an old wine in a new bottle. It is therefore felt essential to study in these lines. Many studies have been carried out encompassing various issues and dimensions of HR. However most of the studies have been carried out with a focus on functions of HRM in public sector undertakings. Few studies are also been made on other sectors. There is hardly any specific study with regard to HR policies and procedures specifically in public corporations. As against this backdrop it is considered imperative to carry out the study HRM
practices with special reference to APSRTC. Hence, this study aims to find out the methods used for enhancing the capabilities of employees in order to increase their productivity and managerial skills that would help the overall performance of the select organization.

**Objectives of the study**

1. To study the nature and significance of human resources and the concept of human resource management practices in general.
2. To examine the satisfaction levels of employees on specific human resource management practices followed in APSRTC.
3. To analyze the perceptions of sample respondents with regard to the recruitment, selection and training undergone by them.
4. To assess and enquired into the opinions on wage, salary procedures, the welfare measures of APSRTC and its impact on employees.
5. To evaluate the employer and employee relations based on existing HRM functions/activities of APSRTC.
6. To summarize and suggest the suitable recommendations for the betterment of HR management practices in APSRTC.

**Methodology and Sampling**

Based on the objectives, the research study involved both primary and secondary data. The primary source of data was obtained by administering a questionnaire to the employees in order to elicit information on various amenities and facilities provided by APSRTC. The questionnaire was administered when the employees were waiting at arrival terminals, bus bays, canteens, open lobbies and departure terminals in bus stations. Some questionnaires were administered to employees who were on board the bus
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s. The employees were requested to give unbiased opinions and responses to the question form their own experiences with APSRTC. The secondary data was collected from the official reports of APSRTC, annual reports and by having personal discussions with officers and staff in various departments of RTC.

The questionnaire was administered to a sample of 567 employees at random concerning all sections of categories employees while they are at bus stations and on boarding the bus, while they are traveling in different buses like Garuda, express services and ordinary services. The content of the questionnaire was translated into local language i.e. Telugu for some employees who were unable to understand the questions in English. Due care is taken in recording information from employees when they have not filled the questionnaire on their own. The areas covered in the questionnaire are demographic profile of respondents and some HRM practices like Recruitment, Selection, Training programmes, Performance Appraisal, Wage and Salary administration, Welfare and Industrial Relations.

Apart from the data from the employees, the study will refer and use secondary information from government and private sources, published and un-published towards understanding the appropriateness, cost effectiveness and sustainability aspects extensively. In this regard, statistical department of APSRTC is frequently consulted from time-to-time apart from getting relevant information from other government departments of the state and the nation.

Multi-stage stratified sampling method is used for data collection. There are three stages in which sampling process is carried out. The first
stage consists of selection of head office. The second stage consists of selection of zonal offices and the third stage consists of selection of employees who working at respective depots/bus stations in the selected zone.

**APSRTC: A Brief Profile**

Andhra Pradesh State Road Transport Corporation (APSRTC) is the first nationalized bus transport undertaking in the country. It has its origin in June 1932 as a wing of “Nizam State Road Mechanical Services” with a fleet strength of merely 27 buses and 166 employees. APSRTC was established in the year 1958 under the provisions of RTC’s Act 1950. The dedicated service to the travelling public, it has registered a phenomenal growth in that, it now occupies a prime position among the state transport undertakings in the country with 22,289 buses and 1, 21,558 employees. It has a network of passenger road transport services operating from 210 depots, under the administrative control of 23 regions and 7 zones. The percentage of nationalization stands at 95%. It fact every citizen is a shareholder in the corporation.

In the last 75 years with the patronage of passengers it has grown to become the largest passenger bus fleet holding organization in the world with 19,322 buses and was listed in Guinness Book of World Records for 20 years in a row since 1986. It has been a pioneer in respect of introduction of several schemes like long distance services, night express services, integrated depot etc. It has also the ultimate luxury service for those who can afford it-Swedish Volvo buses named ‘Garuda’ for use in the state. The total bus stations in the state are 773 and 1881 bus shelters are there through the
state. At present all 210 depots are computerized for the benefit of passengers and smooth administration.

**Major Findings and Suggestions**

1. From the research data it was found that majority of respondents are in the age group of 40 years and above, it is observed that as a whole, many respondents have dominated by the induction programme properly implemented after the Recruitment and Selection process.

2. As far as the occupation of the respondents is concerned, excepting a group of respondents comprising 18.9 percent who are not employed anywhere or have no income generating occupation, the remaining respondents are employed or have been occupied in one of other profession.

3. With regard to the purpose of travel a majority of respondents 38 percent are traveling on their personal work, while 16 percent are traveling on self-employment related jobs. It is also inferred that around one thirds of the respondents travel between 6 to 12 times in a year.

4. When passengers are asked in which category of bus they travel frequently a majority of them (48.4 percent) responded that they will travel by ordinary buses and only a small section of respondents (10.5 percent) stated that they will travel by air-conditioned bus. It is suggested to create the awareness of latest luxury and friendly services to the passengers.

5. Organizations have to give sufficient information and create awareness regarding their existing HR policies and practices that are followed in the organization, because some of the employees unable to convey confidently the HR policies.
6. To increase the employee performance at APSRTC, it should organize latest and suitable training programmes not only to improve the organizational performance but also to enhance individual skills and capabilities. The reason might be the few employees are not satisfied because very low or no emphasis on their career planning.

7. It is understood that the recruitment process in APSRTC streamlined and modernized to minimize cycle time and to make it objectives fool proof, faster and cost effective. Even more than 55 percent of respondents fully satisfied with regard to recruitment and selection procedure of APSRTC, it is recommended to maintain transparency in all levels of recruitment and disclose the final list of selected candidates as early as possible without any time delay.

8. It is interesting to note that about 74 percent of the respondents either very much satisfied or satisfied with the existing appraisal methods of APSRTC, but few respondents who are comes under Class-III and Class-IV category are given negative opinion due to they are not comes under any appraisal.

9. It is suggested that the modern methods like appraisal by results (Management By Objectives) which are more suitable to technical executives of APSRTC are may not be suited for Class-III and Class IV employees, hence suitable methods may be designed and the performance may be considered.

10. As APSRTC impart training to directly recruited and in-service employees of two locations viz., 1) Transport Academy at Hyderabad, 2) Zonal Staff Training Colleges, it is recommended to conduct appropriate training programmes to those persons who come in to direct contact with the
11. About 20 percent respondents are of the opinion that the incentive are really motivating them and more than 60 percent are viewed to some extent, it is recommended to design and implement timely incentive schemes not only in workshops, depots but also to all areas of operations which directly linked with improvement and productivity, it is also suggested to share some percentage of savings may be distributed to the workman as incentive for improved corporation productivity.

12. Though majority respondents satisfied, few of the respondents are dissatisfied with the facilities for children education provided by APSRTC, it is suggested to implement some additional facilities as per the norms at least to the employees who rendered long service in APSRTC.

13. It is understood from the analysis, more than 58 percent of the respondents are satisfied, either moderately or highly regarding the leave facilities provided to employees in APSRTC, it is recommend to continue the same facility for its long run survival and to improve the employees commitment to the organization.

14. As Medical facilities earmarked to all the workers, either at Government hospitals or ESI dispensaries or private hospitals available to the workers of APSRTC, it is recommended to check and monitor now and then, whether the medical facilities are utilized by employees or not.

15. About 50 percent of respondents given positive opinion about the role of Industrial Relations in their Corporation, it is also a good sign that 93 percent of the respondents are members of trade unions. It is suggested
that the management should take necessary steps to maintain harmonious relationships among workers and supervisors.

16. It is recommended that the percentages of cancellation of bus services are to be decreased, fleet utilization should be increased, HSD, KMPL and average tire life may be improved by way of proper maintenance of vehicles, which also useful to control accidents and breakdowns.

17. It is recommended that the first aid facilities have to be made both depots and workshops, even in bus stations and in buses. It is better to provide general medicines in the first-aid boxes and it may be checked the expiry dates of medicines, it should be replaced with new ones, if expired.

Further research

The researcher concludes the research by stating that the overall HRM practices in APSRTC are quite relevant. As human wants are unlimited, some of the employees in APSRTC are not satisfied with their leaves, wages/salaries and other allowances, due to this reason employees are working not efficiently and effectively. It is further suggested and recommended that the corporations like APSRTC should initiate to conduct motivational programmes to touch the behavioural aspects now and then not only to utilize their potential but also to enhance their capabilities, increase the level of individual contentment along with overall commitment to work in the organization.

The researcher believes that the study on HRM practices in APSRTC would help the employees in the changing global environment and expectation levels of public, and gain the favour of the passengers today and the future. The current study has focused on the major activities of HR and its
management practices, for future research perhaps the most potentially rewarding topics would be on HR strategies, innovations and its impact on employees. Topics like 360 degree appraisal methods, management by results (MBO), human asset management, competency mapping etc. may be considered for further research.

**Conclusion**

Road Transport will continue to be the dominant mode of transport in the country. Increased population and ongoing rapid urbanization is likely to take India’s urban population to around 540 million in the next two decades. To contain the explosion of personal vehicle movement in cities, a very high dose of investment in public transport services is necessary. A policy framework supported by institutional arrangements must accord explicit priority to mass road transport with better amenities and facilities which make the passengers feel satisfied for what they pay for. State Government should assist RTC through funding and by providing technical guidance to deliver better services to the passenger community. It concluded that 20 percent respondents are of the opinion that the incentive are really motivating them and more than 60 percent are viewed to some extent, it is recommended to design and implement timely incentive schemes not only in workshops, depots but also to all areas of operations which directly linked with improvement and productivity, it is also good to share some percentage of savings may be distributed to the workman as incentive for improved corporation productivity.
Public Corporations like APSRTC should give sufficient information and create awareness regarding their existing HRM practices that are followed in the organization, because some of the employees unable to convey their HR mechanism confidently. Thus, APSRTC may adopt many modern strategies to achieve better efficiency, better resource utilization not only to reduce possible wastage but also to operate sufficient bus services to suit the contemporary needs of the present society in the long run, and to compete with the many Private Services of Transport.