HUMAN RESOURCE MANAGEMENT PRACTICES
IN ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION
(A STUDY ON VIZIANAGARAM ZONE)

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**Introduction**

Human Resources are the most strategic resource and no other resource can be fully utilized to generate income and wealth to any organization or nation without the active involvement of the HR, thus it is considered for determining the efficiency and effectiveness of any organization. The excellent Indian corporations are realizing the need for realigning human resource processes to meet the challenges of development. They are shifting from impersonal to personal relationship. They are also considering people as the agents of change. As a result efforts are made to ensure the quality life of people within their organizations. They are shifting their focus from individual to team performance.

Human resources are being optimized through effective relationship cutting across hierarchy and organizational boundaries. The excellent corporations have also moved towards shared leadership where mutual respect characterizes interpersonal relationship. The organizational policy is geared towards meeting the needs of employees, customers, suppliers and stakeholders. The excellent corporations are visionary, i.e. reflecting the dreams and aspiration of their people.

HRM practices directly or indirectly affects several other variables in the organization. The following relationships have been identified in the literature. HRM practices 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 a firm’s human capital. Recruiting procedures and selection regimes will have an influence over the quality and type of skills new employees possess.

The results indicated that HRM practices had partially a direct effect on customer perceptions of service quality and an indirect effect through employees’ service behavior. This means that service behavior only partially mediates the relationship between human resource management practices and service quality. 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.

Review of Literature

Practitioners and researchers devoted considerable thought to the various aspects of HR and procedures. An attempt is made in this study to review the literature covering the wider spectrum of HRM practices.

Joseph K.E & Dai.C¹, found that there are significant connections between HRM practices and firm performance; that the strategic alignment of HRM is also a driver for firm performance. Fredick Muyia Nafukho, Richard T. Reoessler and Kit Kacirek², Discuss strategies that HRD and HRM personnel can use to minimize the unlawful termination of employees with disabilities and thereby preserve the diversity they bring to the workforce based on findings from four investigations. They
said that to manage disability as a diversity issue, every person in the workplace and the potential impact of disability on critical HRM and HRD practices related to job retention and termination.

David W. Pitts and Lois Recascino Wise\(^3\), opined that the public organizations are tasked with a myriad of HRM challenges that stem from workforce diversity, but the field of public administration has not produced a body of research that adequately assists them with these struggles.

Vanhala and Ahteela\(^4\), in their study found that employee trust in the whole organization is connected to perceptions of the fairness and functioning of HRM practices. Such practices can therefore be used in order to build the impersonal dimension of organizational trust.

Manoj A.S\(^5\), The role of the human resource manager is evolving with the change in competitive market environment and the realization that HRM must play a more strategic role in the success of an organization. IT organizations that do not put emphasis on attracting and retaining talents may face adverse consequences, as their competitors may be outplaying them in the strategic employment of their human resources. In order to succeed, HR must be a business driven function with a thorough understanding of the organization’s big picture and be able to influence key decisions and policies. In general, the focus of today’s HR manager is on strategic personnel retention and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organization’s members and their loyalty.

Lewis J.W. Lim, Florence Y.Y. Ling\(^6\), the aim of this research is to investigate the effect of contractors’ human resource (HR) practices on job satisfaction of their professional staff. The specific objectives are to: determine the effectiveness of contractors’ HR practices; find out the level of job satisfaction that professional staffs who work for contractors have; and study the relationship between HR practices and job satisfaction. Results showed that contractors' professionals are significantly satisfied with many of their firms' HR practices. The study found that these professionals have significant job satisfaction in terms of
career opportunities, nature of their jobs and overall working environment. The results also show that many of the HR practices are significantly correlated with job satisfaction.

**Rajendra Kumar Jain**, made a comparative study on the road transport policies of the nationalized finance, fare structure, investment policy, performance and personnel management.

**Need for the Study**

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. 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.

Some organizations like APSRTC continued to give emphasis to carry out on the routine activities. 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, procedures and practices specifically
in public corporations. As against this backdrop it is considered imperative to carry out the study on 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 selected 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**

The study is based on both primary and secondary data and information. 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. In order for giving justice to the study and assess as well as evaluate all national and state projects and programs
implemented in the area towards development of HRM Practices. The study adopted a multi-pronged strategy for data collection.

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 office and the third stage consists of selection of employees who working at respective depots/bus stations in the selected zone.

The study primarily emphasizes on collection of data from the field through questionnaire and seeking opinions of the employees from different geographic tract of the area. The questionnaire executed broadly intended to explore the benefit details of all welfare schemes executed at the ground level and also seek feedback for further improving the quality of delivery of the services. Primary data collection will be carried out over the entire area, having more focus on data collection in the most inner side of corporation employees and the marginalized groups, a convenient sample of 567 employees are consulted and obtained their opinions through a structured questionnaire. The questionnaire was constructed with specific areas like recruitment and selection, training and development, performance appraisal, wages, incentives, welfare facilities and industrial relations. The researcher also covered the demographic particulars of the employees like age, gender, educational background, designation, work experience etc.

Questions are framed with statement for each specified item, there are number of statements and each statement is supported by alternative answers by which the employees have to express their opinion. Some statements are given yes or no, and some other statements given as excellent, very good, good, average, poor, few of them as highly satisfied, satisfied, satisfied to some extent and dissatisfied, highly dissatisfied. Mostly the statements are relating to HRM and related areas.
A pilot survey was conducted using the blue print of questionnaire and randomly 10 respondents were chosen to administer the questionnaire. The reactions of the employees in responding to the questions, time involved in administering each questionnaire and the scope of the issues to be covered have been observed meticulously during the pilot survey. This helped the researcher to make necessary improvements in the final questionnaire. All the opinions are tabulated and analyzed which is base for the interpretations of the researcher in the study.

**Presentation of the Study**

The study is presented in seven chapters. The significances of HR practices and policies have been discussed in the first chapter. The second chapter covers the review of literature and the research design, which includes the need for the study, objectives, methodology, sampling and the presentation of the study. A brief profile of APSRTC and the demographic profile of sample respondents are covered in the third chapter, whereas the fourth chapter contains an over view of HRM practices in APSRTC. The fifth and sixth chapter contains the process of recruitment, selection, training, wage and salary procedures, welfare measures and employee relations based on the perceptions of the sample respondents. The final chapter gives an account of summary and suggestions.

**Brief Profile of APSRTC**

The Andhra Pradesh State Road Transport Corporation (APSRTC) is the second largest public sector Transport undertaking in the country. The origin of APSRTC dates back to 1932, when it was first established as a wing of Nizam State Railway in the erstwhile Hyderabad State. As a pioneer in the field nationalized passenger road transport in the name of NSR-RTD, it has 27 buses to 22,779 buses with 776 bus stations, 210 Depots and 1,880 bus shelters. The Corporation’s buses cover 82.40 lakhs kms, and carry 147.84 lakhs people to their designations every day. They connect 24,336 villages to all major towns and cities in A.P which
constitutes 95% of Road Transport. APSRTC operates to the states like Karnataka, Maharashtra, Goa, Odisha and Chattisgarh States.

The entire network is under the administrative control of 23 Regional Managers in Zones. Zonal Head Quarters are at Hyderabad. APSRTC under the present name established on 11\textsuperscript{th} January 1958 in pursuance of the Road Transport Corporation Act 1950. Before Independence, passenger transport existed in private sector in Coastal Andhra and Rayalaseema regions, and in the public sector in Telangana region. In the princely state of Hyderabad, 16 governments had taken over the responsibility of providing both rail and road transport. Passenger road transport was also provided by Nizam state railway to connect its stations to their hinterlands. In course of time, a separate corporation was set up to handle road transport was nationalized in phases and the APSRTC extended it services to all districts.

APSRTC was established in the year 1958 under the provisions of RTC's Act 1950. During these 42 years of 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. 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.

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**

1. Organizations have to 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 confidently the HRM policies and practices.

2. 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.

3. 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.

4. As 74 percent of the respondents either very much satisfied or satisfied with the existing appraisal methods of APSRTC, very 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.

5. 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 public as booking clerks, person at the enquiry counter to render better services with care and courtesy.

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.
References:


