



PERSONNEL POLICIES AND PRACTICES OF TNSTC - A CASE STUDY IN DINDIGUL

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INTRODUCTION

Management is concerned with four M's - money, materials, machines and men. Among them, management of men is not only fundamental but also dynamic and challenging. Successful management depends upon the ability to predict and control human resources. Personnel management is the process by which the human resources are organized and directed in taking their contribution to achieve the goals of the organization. A rise in productivity of individual organization and industries is a key to national prosperity. A nation with an abundance of physical resources will not benefit by itself unless human resources make use of them. In fact, human resources alone are responsible for making use of physical and natural resources and for the transformation of traditional economics into modern and industrial economies. The shift from manufacturing to service sector and increasing pace of technological change make human resources, the key ingredient to the nations' well being and growth. In a service oriented industry like transport, the quality, quantity and utilization of resources become all the more important.

IMPORTANCE OF PASSENGER ROAD TRANSPORT

India is a vast country with a variety in topography and road surfaces. Road play an important part in the development of national economy. There is a definite relation between mobility and poverty. Countries with low standards of living are mainly due to their inadequate methods of moving. Rail and road net work constitute two major elements of surface transportation system in India. Road transport industry has undergone a sea change in the last five decades. The passenger and goods traffic once dominated by railways are now turned to road transport. Now-a-days both the passenger traffic and goods traffic are dominated by roadways. In a country which has not been adequately served by advanced modes of transport such as railways and airways, road transport becomes the most significant mode of transport. One can exist without rail, shipping or air transport but not without the roads. Even the rail, shipping and air transport depend upon the road for completing the transport service.

STATEMENT OF THE PROBLEM

In India, Public transport is grossly inadequate both in quantity and quality. The financial losses incurred by the State Road Transport Undertakings (SRTUs) in India have been a matter of deep concern. Only through an efficient and effective management of public transport system, the country can hope to overcome this situation and provide better quality of service to the traveling public. Road transport passenger services are provided both by the public and private sector in Tamil Nadu. The efficiency of TNSTCs is not judged merely by the profits earned but by other factors such as quality of service, social benefits, better utilization of human resources and better financial management.

Productivity and profitability depend to a great extent, the interest and enthusiasm of the individual worker towards his company and this applies to transport undertakings also. Human element is a key factor for obtaining organizational objectives in any enterprise. In order to build a team of co-operative work force in Tamil Nadu State Transport Corporation (TNSTC), it is essential to manage the work force efficiently. The workers' involvement, sincerity and dedication to the job are found to be lacking in TNSTC in spite of the incentives, bonus, welfare measures, job security and the like provided to them. The personnel cost is a major cost and it accounts for more than one-third of the total cost of the TNSTC. The passengers are more concerned with the quality of service provided by the transport operators. The monopolistic situation should not prevail in operating buses to ensure better quality of service to the passengers. There should be a healthy competition between both public and private sector operators. The operators who provide better service to its customers will earn profit in a long run and grow positively.

In order to reduce the expenditure of TNSTC, The Government of Tamil Nadu has altered its previous structure of TNSTCs and their authority levels and it had created seven new divisions. Almost all the private bus operators in Tamil Nadu are earning profits in the existing fare structure whereas the TNSTCs in general are incurring losses continuously for the past ten years. Despite good performance in the physical parameters which have been appreciated by the Union Planning Commission, the financial conditions of the State Transport Undertakings have come under considerable pressure. Due to the



increase in the establishment and operational costs especially the diesel cost and the fare per kilometer being maintained as the lowest in the country, the overall expenditure of the State Transport Undertakings has increased and the expected loss at the end of 2006-07 is Rs.303 crores. The Poor personnel management generally leads to increase in the cost and continuous losses. Therefore TNSTCs have to concentrate on better personnel management performance immediately to improve the profitability. The success of TNSTC largely depends upon the better personnel management and better quality management. Hence, the researcher has undertaken the study on Personnel Policies and Practices in TNSTC – A Case Study in Dindigul.

SCOPE OF THE STUDY

The study confines to one of the TNSTCs in Tamil Nadu Namely, TNSTC (Madurai) Limited. It includes Five Regional offices such as Madurai, Dindigul, Virudhunagar, Thirunelveli and Nagercoil. The scope of the study confines only to the personnel policies and practices in Dindigul region.

REVIEW OF LITERATURE

Many studies on personnel management have been made in the past, which mainly focus on large and complex modern enterprises in private and public sectors, do not provide much insight in to the aspects in transport corporations. A few studies have been made so far on transport undertaking in the field of human resource management, material management and the performance evaluation. Some of the important studies conducted on passenger transport undertakings relating to the present study are reviewed here.

Vijayarani and Raja Justus (2005) in their article entitled “Impact of absenteeism in the public passenger road transport undertakings, with special reference to TNSTC, Kumbakonam, Division – I” have studied effects of absenteeism on the society. They have concluded that majority of the respondents gave only negative impacts or ill effects.

Vittal Dasa Prabhu and Murali (2006) in their article entitled “Human resource management for Truck Transport Industry” have studied current status of Transport Industry, Human productivity, Human resource planning, Job Analysis Recruitment, Development of Human resources, motivating of Human resources, Maintenance of a Human Resources, Safety and Health. They have concluded the methodology discussed regarding job evaluation; compensation & incentive administration can make the HRM effective.

Robert F. Wright (2007) in his article entitled “Effect of micro management on job satisfaction & productivity: A case study”, he has studied to determine how competitive pressure and manager’s growth, Needs and Strength (GNS) affect the degree to which a company micro managers its sales force. The degree of micro management may impact a person’s autonomy, which interacts with his GNS, to determine his job satisfaction and productivity. He suggested that a strong correlation between the degree of micro managing and manager’s GNS and a weak correlation between autonomy and job satisfaction, with the representative’s GNS as an interactor. There was no correlation between competitive pressure and the degree of micro managing or productivity and autonomy, with the representative GNS as an interactor.

SIGNIFICANCE OF THE STUDY

In a public service industry like bus transport especially in public sector, a critical evaluation of personnel management, in terms of effectiveness and efficiency and consequent analysis of the related problems is of much significance. The present study may help the personnel managers of TNSTCs in approaching and solving the workers’ problems scientifically and to improve the efficiency and effectiveness of human resources. The study will also help in developing policies, procedures and modifying the administrative set up to reduce the unwanted expenditure in TNSTCs based on the findings of the study.

OBJECTIVES OF THE STUDY

Based on the statement of the problem of the present study and the review of past related studies, the following specific objectives have been framed:

1. To analyze the personnel administration policies and practices of TNSTC Madurai Limited Dindigul
2. To analyze the labour welfare policies and practices of TNSTC Madurai Limited Dindigul

METHODOLOGY

This is a case study of Dindigul region of TNSTC (Madurai) Limited based on both literature and opinion survey. The study is based on analytical approach for in depth probe into human resource management practices in TNSTC (Madurai) Limited. It involves formulation of problem, making assumptions and using data to derive solution to the problem by analysis. Data



have been collected both from the primary and secondary sources. Primary data have been collected by personal interviews. A schedule is used for collection of primary data. Workers of various categories have served as the primary source of information. To study the effectiveness of personnel management in TNSTC (Madurai) Limited, Dindigul, an opinion survey has been conducted amongst the employees selected as sample. Primary data has been collected from the sample TNSTC employees by using a structured interview schedule. Secondary data have been mostly collected from records and reports of TNSTC (Madurai) Limited and from other SRTUs. Secondary data have also been collected from the records of trade unions, books, journals and bulletins of Institute of Road Transport, Chennai.

SAMPLING DESIGN

The proportionate stratified random sampling technique has been used to determine the sample employees. Total number of employees serving as sample was 200 and this equally distributed in Dindigul region. The population was confined to permanent operational employees in administration, technical and traffic departments. Contingent, casual and other workers are not covered. Among the total population of 4824 workers as on 31st March, 2012, 200 workers have been selected as sample.. The details of the samples selected for the study are given in Table 1.

Table -1, Category-Wise Sampling Distribution

Category	Population	Sample	Rejected	Actual Sample
Administration	221	19	2	17
Technical	804	36	4	32
Traffic	3210	165	14	151
Total	4235	220	20	200

TOOLS FOR ANALYSIS

The data collected in quantitative terms have been organized and presented in the forms of tables, graphs and diagrams. Various statistical techniques like average, Z test and chi-square tests have been adopted for the analysis and interpretation of the quantitative data.

ANALYSIS AND INTERPRETATION OF DATA

The data collected through the well structured questionnaire are analyzed and interpretation is made on the basis of such analysis and is represented as below:

TABLE -2, Opinion on Staff – Norms Followed

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Followed	06	11	52	69	34.5
Not Followed	11	21	99	131	65.5
Total	17	32	151	200	100.0

Source: Primary Data

It is clear from Table 2 that according to 65.5 percent of the respondents the staff norms are not followed in TNSTC (Madurai) Limited, Dindigul and 34.5 per cent have stated that the staff norms are followed. According to nearly two-thirds of the respondents the staff norms prescribed by the IRT is not followed TNSTC (Madurai) Limited Dindigul.

RECRUITMENT AND SELECTION

All appointments in managerial, supervisory and working groups are made by direct recruitment from the candidates sponsored by the employment exchange. However if a permanent employees dies in harness leaving the family in indigent condition, a member of his family is appointed without reference to the employment exchange. TNSTC (Madurai) Limited, Dindigul also make direct recruitment through advertisement in the news papers whenever the employment exchange is not able to sponsor suitable candidates. Whenever permanent employees of TNSTC (Madurai) Limited, Dindigul possessing the required qualification apply for higher posts meant for direct recruitment, they are considered without reference to employment exchange.



The minimum age limit for appointment in SRTUs is 18 years. In the case of candidates who are selected from open competition, the upper age limit is 30 years. But it is 33 years for backward class and 40 years for scheduled caste and scheduled tribe candidates. For ex-service men the upper age limit is 45 years. If the ex-service men belong to backward class or scheduled caste and scheduled tribe categories, the upper age limit is relaxed upto 50 years. The principle of reservation is followed in TNSTC (Madurai) Limited, Dindigul for weaker sections of the community in direct recruitment. For scheduled caste and scheduled tribe communities 18 per cent is reserved.

SELECTION OF EMPLOYEES

The workers in TNSTC (Madurai) Limited Dindigul are selected on the basis of both written and oral tests. It is interesting to know the opinion of the respondents in this respect. Table 3 reveals the opinion of the respondents about the selection practices in TNSTC (Madurai) Limited Dindigul.

Table- 3, Opinion On Selection Practices In TNSTC (Madurai) Limited Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Fair	06	13	64	83	41.5
Unfair	11	19	87	117	58.5
Total	17	32	151	200	100

Source: Primary Data

It is understood from Table 3 that according to 58.5 per cent of the respondents the selection practices in TNSTC (Madurai Division - IV) Limited, Dindigul are not fair and 41.5 per cent have stated that the selection practices are fair. It is concluded that according to majority of the respondents the selection practices in TNSTC (Madurai Division - IV) Limited, Dindigul are not fair. This is largely due to undue political influence.

CONFIRMATION OF EMPLOYEES

The workers employed continuously on daily wage rate are confirmed after a satisfactory completion of 240 days within a continuous period of one year. The driver has to produce an eye fitness certificate from an eye specialist nominated by the management before his confirmation in the service.

TRAINING BEFORE APPOINTMENT

Apprenticeship is a system by which SRTUs undertake by contract to train a person systematically during a specified period. Trade apprentices should have undergone institutional training in a school or other institutions affiliated or recognized by state board of technical education. Related instruction classes are held in SRTUs for the benefit of trade apprentices. National Apprentice Certificate (NAC) is issued on the satisfactory completion of training. In the case of technical departments, the candidates who possess the national apprentice certificates alone are appointed initially on daily wages in respect of administration section. Commercial apprenticeship period has been fixed as one year. After completion of apprenticeship, the IRT is conduction the examination. Those candidates who possess the commercial apprentice pass certificates alone are appointed in the administration section initially on daily wages.

For appointment in Traffic section, drivers and conductors need not produce any apprenticeship certificate before appointment. But, they should get driving and conductor licenses after undergoing the formal training. The licensed drivers and conductors alone are appointed on daily wages by TNSTC (Madurai Division - IV) Limited, Dindigul.

TRAINING AFTER APPOINTMENT

SRTUs give training to all the drivers after their appointment. Drivers are given training to save the diesel, tyre and for accident-free driving. The conductors are also given training in first aid and in minor motor mechanism. Refresher courses and trainings are conducted to the technical staff for their development, depending upon the requirement. Employees of administration department are also given training in using computers for their day-to-day office work. Table 4 shows the number of respondents trained in TNSTC (Madurai) Limited, Dindigul after their appointment.



Table 4, Number of Respondents Who Got Training In TNSTC (Madurai) Dindigul

Particulars	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Training Provided	0	06	93	99	49.5
Training Not Provided	17	26	58	101	50.5
Total	17	32	151	200	100

Source: Primary Data

It is observed from Table 4 that, 49.5 per cent of the respondents have got training after their appointment and those who have not got training amount to 50.5 per cent. All the respondents from administration department are not given training. Training is not provided to the majority of the employees in TNSTC (Madurai) Limited, Dindigul.

OPINION REGARDING TRAINING GIVEN

Even though TNSTC (Madurai) Limited, Dindigul gives training to its employees on need, basis, it is interesting to know the opinion of the respondents about the adequacy of training provided in TNSTC (Madurai) Limited, Dindigul. Table 5 reveals the opinion of the respondents who got training about its adequacy.

Table- 5, Adequacy of Training Given In TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents			
	Technical	Traffic	Total	Percentage
Adequate	0	70	70	70.7
Inadequate	06	21	27	27.3
No Opinion	0	2	2	2.0
Total	06	93	99	100.0

Source: Primary Data

Among the 200 samples surveyed, only 99 got training (Table 5). It is evident from Table 2.6 that according to 70.7 per cent of the respondents the training given is adequate and it is inadequate for 27.3 per cent of the respondents. Respondents who have no opinion about training provided amount to two per cent. According to more than two-thirds of the respondents, the training given to the employees in TNSTC (Madurai) Limited, Dindigul is adequate.

TRANSFERS

The management of SRTUs has powers to transfer their employees from one post to another within the organization concerned. Inter-corporation transfers are also allowed on written request of the employees. Workers think that the transfer is also used as a weapon to punish the workers. Table 6 shows the opinion of the respondents about the fairness of transfer practices in TNSTC (Madurai) Limited, Dindigul.

Table- 6, Transfer Practices in TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Fair	06	11	56	73	36.5
Unfair	11	21	95	127	63.5
Total	17	32	151	200	100.0

Source: Primary Data

It is understood from Table 6 that according to 36.5 per cent of the respondents, transfer practices in TNSTC (Madurai Division - IV) Limited, Dindigul are fair and those who feel that the transfer practices are unfair amount to 63.5 per cent. According to nearly two-thirds of the respondents, the transfer practices in TNSTC (Madurai Division - IV) Limited, Dindigul are unfair.

EVALUATION OF EMPLOYEES PERFORMANCE

The performances of employees are assessed by collecting information in a prescribed form called "Performance Review Check Sheet". On the basis of information given, each employees is assessed by the reporting authority with remarks such as



‘very good’, ‘good’, ‘satisfactory’, ‘below average’, and ‘poor’. Each employee is assessed with regard to the following aspects like Health and physical capacity, Dependability, Job knowledge, Attitude, Initiative, Sincerity and loyalty, Attendance and regularity, Quality of work and productivity, Conduct and behaviour and Supervisory ability.

In every organization there should be opportunities to employees for elevation to a higher cadre. For this purpose, in TNSTC (Madurai) Limited, Dindigul the performance of employees is reviewed periodically to place them in the higher scale. The elevation of employees to higher levels is not automatic. It is based on the performance of employees. The review is done by appropriate committee constituted for the purpose. The review is done once in three months to review the employees who have completed six, eight and ten years of service at the first, second and third levels respectively. If the committee feels that the performance of an employee is not satisfactory, it recommends for postponement of review to the next quarter. The performance of the employees is reviewed for the purpose of regularization of service, declaration of completion of probation and for promotion to the next higher cadre. It is interesting to know the opinion of the respondents about the fairness in the evaluation of performance of employees. Table 7 indicates the opinion of the respondents about the evaluation of performance of employees in TNSTC (Madurai) Limited, Dindigul.

Table 7, Evaluation of Performance of Employees in TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Fair	06	10	53	69	34.5
Unfair	11	22	98	131	65.5
Total	17	32	151	200	100

Source: Primary Data

It is observed from Table 7 that 34.5 per cent of the respondents are of the opinion that the performance evaluation is fair and for 65.6 per cent it is unfair. It is inferred that according to nearly two-thirds of the workers in TNSTC (Madurai) Limited, Dindigul, the evaluation of performance of employees is unfair. It is unfair because the performance evaluation in TNSTC (Madurai) Limited, Dindigul is more of political exercise rather than managerial exercise.

PROMOTION

Promotion of employees to the next higher post is an incentive to the workers and it improves their morale. Promotion given to employees in TNSTC (Madurai) Limited, Dindigul subject to the availability of vacancies, merit, seniority, ability, regularity, past performance and general suitability for the higher post. For promotion, passing of Institute of Road Transport test is compulsory to those employees who have joined in SRTUs after 1st 1986. Even though the promotion policy is based on merit and seniority, it is interesting to know the opinion of the respondents about its practice in TNSTC (Madurai) Limited, Dindigul. Table 8 shows the opinion of the respondents about the promotion practices in TNSTC (Madurai) Limited, Dindigul.

Table- 8, Promotion Practices in TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
No Partiality	3	15	75	93	46.5
Partiality	14	17	76	107	53.5
Total	17	32	151	200	100

Source: Primary Data

It is clear from Table 9 that according to 46.5 per cent of the respondents there is no partiality in giving promotion to the workers. But according to 53.5 per cent there is partiality in giving promotion. According to the majority of the respondents, there is partiality in giving promotion to the workers in TNSTC (Madurai) Limited, Dindigul.

WAGES AND ALLOWANCES

The wages and allowances of the SRTUs workers in Tamil Nadu are revised once in Four years at the wage settlement meeting held between labour unions and Government. In addition to the basic pay, the employees of TNSTC (Madurai Division - IV) Limited, Dindigul are paid special pay for their additional or special qualifications.

ALLOWANCES

In addition to basic pay, the employees are paid variable dearness allowance, house rent allowance, city compensatory



allowance, rural allowance, hill allowance, washing allowance, health allowance and steering allowance.

VARIABLE DEARNESS ALLOWANCE

Variable dearness allowance is paid to the employees to neutralize the changes in the price level in the economy. It is calculated on a quarterly basis after taking into consideration rise or fall in the all India consumer price index. Dearness allowance is paid at the rate of rupees two per point of increase over and above 800 points (Base 1960 = 100).

WASHING ALLOWANCE

The washing allowance is payable only to those who are provided with uniforms and it is paid at Rs.30 per month to persons like drivers, conductors, peons, technicians and the like.

STEERING ALLOWANCE

It is paid only to the drivers. The city bus drivers get minimum of one rupee and a maximum of two rupees and fifty paise for each duty. The mofussil and ghat bus drivers are paid between one rupee and twenty five paise and four rupees per duty depending upon the variation in the completion of schedule kilometers and excess kilometers operated.

BALL POINT PEN ALLOWANCE

The conductors in TNSC (Madurai) Limited, Dindigul are paid rupees three per month as ball point pen allowance in addition to the salary.

FIXED MAINTENANCE ALLOWANCE

Fixed maintenance allowance of rupee one is payable per duty to all technical workers for completion of their duty.

NIGHT DUTY ALLOWANCE

It is paid to workers who are on duty for a minimum of three hours at night between 7 am and 7 pm in addition to the one free tea and bread. Night duty allowance is paid at the rate of rupees three per employee for each night duty. The checking inspectors are paid at the rate of three rupees and fifty paise per night duty.

NIGHT STAY ALLOWANCE

If the employees of TNSC (Madurai) Limited, Dindigul stay out of station during night time, they are paid rupees five if the corporation rest room is available, and paid rupees six if there is no rest room. For night stay, they are paid rupees seven per night.

SALARY DISBURSEMENT ALLOWANCE

Salary disbursement allowance of rupees ten per month is paid to the administration staff who are disbursing salaries to other employees of TNSC (Madurai) Limited, Dindigul.

HEALTH ALLOWANCE

The health allowance is paid to the employees at the rate of four per cent on basic plus dearness allowance subject to a minimum of Rs.100/- per month.

OPINION ABOUT RATE OF WAGES AND SALARIES

The SRTUs in Tamil Nadu are paying better wages and allowances to their workers than the private transport operators. Table 9 shows the opinion of the respondents about the rate of wages and allowance paid in TNSC (Madurai) Limited, Dindigul.

TABLE – 9 OPINION ABOUT THE RATE OF WAGES AND ALLOWANCE PAID

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	10	19	91	120	60.0
Inadequate	07	11	58	76	38.0
No Opinion	0	02	02	04	02.0
Total	17	32	151	200	100.0

Source: Primary Data



It is evident from Table 9 that according to 60 per cent of the respondents, the rate of wages and allowances paid TNSTC (Madurai) Limited, Dindigul is adequate and for 38 per cent it is in adequate. The respondents who have no opinion about the rate of wages and allowances paid, amount to two per cent. It is inferred that according to nearly two-thirds of the respondents, the rates of wages and allowances paid to the workers in TNSTC (Madurai) Limited, Dindigul are adequate.

INCENTIVE SCHEME

Wage incentive schemes are formulated to help the workers to earn additional wages by increasing the productivity. The incentives are paid according to the performance of employees. The incentive scheme for administrative workers is called "Special Allowance". Incentive given to technical staff is called "Maintenance Allowance" and for traffic staff it is called "Collection Bata". The incentives given to both the administrative and technical staff are based on the following three norms maximum kilometer efficiency, maximum earning per kilometer and minimum maintenance cost.

If the above three targets are achieved, the incentives are paid according to the efficiency. A Portion of the gross revenue of TNSTC (Madurai) Limited, Dindigul is earmarked for incentive payment. Out of this amount, 75 per cent is paid to the technical staff and 25 per cent is paid to the administrative staff.

The drivers and conductors of TNSTC (Madurai) Limited, Dindigul are paid collection bata on the basis of daily collection at the rate of rupees two for every 100 rupees collected as fares. They are also paid fixed bata of rupees two per duty in addition to the collection bata. The collection bata is shared by the drivers and conductors equally. The checking inspectors are paid incentive allowance based on the average collection bata paid to drivers and conductors, with a minimum of four rupees and fifty paise per day.

Table- 10,Opinion About The Incentive Schemes In Tnstc (Madurai) Limited, Dindigul.

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Beneficial	14	30	110	154	77
Not Beneficial	03	02	41	46	23
Total	17	32	151	200	100

Source: Primary Data

It is understood from table 10 that according to 77 per cent of the respondents, the incentive schemes in TNSTC (Madurai) Limited, Dindigul are beneficial to the workers and for 23 per cent, it is not beneficial to the workers. According to more than three-fourths of the respondents, the incentive scheme in TNSTC (Madurai) Limited, Dindigul are beneficial to the workers.

STANDING ORDERS

In order to ensure discipline among the employees of SRTUs, certified standing orders were issued in June, 1978. The standing orders act as a code of conduct for the employees. The standing orders regulate the conditions of employment, grievances, misconduct, disciplinary action and the like. Table 11 reveals the opinion of the respondents about the awareness of the standing orders in TNSTC (Madurai) Limited, Dindigul

Table- 11, Awareness of the Standing Orders of TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Aware	05	4	17	26	13
Not Aware	12	28	134	174	87
Total	17	32	151	200	100.0

Source: Primary Data

It is observed from Table 11 that only 13 per cent of the respondents are aware of the standing orders and 87 per cent is not aware of standing orders. It is inferred that more than three-fourths of the workers in TNSTC (Madurai) Limited, Dindigul are not aware of the standing orders and its provisions. This is due to the fact that the workers in TNSTC (Madurai) Limited, Dindigul are not served with the copies of the standing orders.

OPINION ON GRIEVANCES REDRESSED

Even though the Management of TNSTC (Madurai) Limited, Dindigul is sympathetic to the legitimate grievances of the



employees and tries to redress them in time, it is interesting to know the opinion of the respondents about the redressal of grievances. Table 12 reveals the opinion of the respondents about the time taken for redressal of grievances.

Table -12, Opinion of Time Taken For Redressal of Grievances

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Quick Action	5	8	39	52	26
Delayed Action	12	24	112	148	74
Total	17	32	51	200	100.0

Source: Primary Data

It is evident from Table 12 that according to 26 per cent of the respondents, in TNSTC (Madurai) Limited, Dindigul, the grievances are redressed in time. There is delay in redressing the grievances according to 74 per cent of the respondents. It is inferred that according to nearly three-fourth of the respondents, the grievances of the employees in TNSTC (Madurai) Limited, Dindigul are not redressed in time and there is delay in redressing them.

OPINION ON IMPLEMENTATION OF LABOUR LAWS

Transport industry is one where a number of labour legislations are applicable such as Motor Transport Workers Act, Factories Act, Industrial Disputes Act, Workmen's Compensation Act, Minimum Wages Act, Employees State Insurance Act, Provident Fund Act, Gratuity Act, Bonus Act, Industrial Employment Standing Orders Act, Trade Union Act and Shops and Establishments Act. The rights, Privileges and protection provided to the labourers through these acts will help them only when the enforcement and implementation agencies enforce them. Table 13 indicates the opinion of the respondents about the implementation of the various labour laws in TNSTC (Madurai) Limited, Dindigul.

Table- 13, Opinion on Implementation Of Various Labour Laws

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Implemented Totally	8	16	75	99	49.5
Not Implemented	9	16	76	101	50.5
Total	17	32	151	200	100.0

Source: Primary Data

It is clear from Table 13 that according to 49.5 per cent of the respondents, the provisions of the various labour laws are fully implemented. They are not fully implemented in TNSTC (Madurai) Limited, Dindigul as far as 50.5 per cent of the respondents are concerned. According to the majority of the respondents, management of TNSTC (Madurai) Limited, Dindigul is not implementing all the provisions of the various labour laws.

OPINION ON RECOGNITION OF TRADE UNIONS BY MANAGEMENT

Table 14 depicts the opinion of the respondents about the recognition of trade using by the management for making negotiations on issues concerning labour.

Table- 14, Trade Union Recognition in TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Recognizing	15	29	137	181	90.5
Not Recognizing	2	3	14	19	9.5
Total	17	32	151	200	100.0

Source: Primary Data

It is understood from Table 14 that according to 90.5 per cent of the respondents, the management recognizes all the trade unions to negotiate the labour issues in TNSTC (Madurai) Limited, Dindigul. But, only 9.5 per cent have stated that the trade unions are not recognized in TNSTC (Madurai) Limited, Dindigul. According to 90.5 per cent of the respondents, the management recognizes the trade unions in TNSTC (Madurai) Limited, Dindigul.



WORKERS' PARTICIPATION IN MANAGEMENT

Workers participation is a method through which workers are able to express their views about the functioning of the enterprise. Being a public sector organization TNSTC (Madurai) Limited, Dindigul is expected to encourage the workers' participation in management. Table 15 indicates the opinion of the respondents about the encouragement for workers' participation in the management of TNSTC (Madurai) Limited, Dindigul.

Table- 15, Encouragements for Worker's Participation in the Management

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Encouraging	8	14	65	87	73.5
Not Encouraging	9	18	86	112	56.5
Total	17	32	151	200	100.0

Source: Primary Data

It is clear from table 15 that according to 43.5 per cent of the respondents, the management of TNSTC (Madurai) Limited, Dindigul is encouraging the worker's participation in management. But, 56.5 per cent have stated that the management of TNSTC (Madurai) Limited, Dindigul does not encourage the workers' participation in management. According to majority of the respondents, the management of TNSTC (Madurai) Limited, Dindigul is not encouraging the workers' participation in management.

OPINION ON CANTEEN FACILITIES

It is interesting to know the opinion of the respondents about the quality of food supplied in TNSTC (Madurai) Limited, Dindigul canteens. Table 16 shows the opinion of the respondents about the quality of food in TNSTC (Madurai) Limited, Dindigul canteens.

Table- 16, Opinion about the Quality of Food in Canteen

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Good	5	11	40	56	28
Bad	4	7	28	39	19.5
Moderate	8	14	83	105	52.5
Total	17	32	151	200	100.0

Source: Primary Data

It is evident from Table 16 that according to 52.5 per cent of the respondents, the quality of food served in TNSTC (Madurai) Limited, Dindigul canteen is moderate. The respondents who have stated that the quality of food as good amount to 28 per cent and 19.5 per cent have stated that the quality of food is bad in TNSTC (Madurai) Limited, Dindigul canteens. According to the majority of the respondents the quality of food in TNSTC (Madurai Division - IV) Limited, Dindigul canteen is moderate.

UTILISATION OF HOSPITALS

All the workers are not allowed to utilize the dispensaries Table 17 indicates the number of respondents using dispensaries for the treatment.

Table- 17, Number of Respondents Using TNSTC's Hospital

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Utilized	7	12	60	79	39.5
Not Utilized	10	20	91	121	60.5
Total	17	32	151	200	100.0

Source: Primary Data

It is understood from table 17 that only 39.5 per cent of the respondents have utilized the TNSTC hospital for treatment and 60.5 per cent have not utilized the TNSTC hospital for their treatment. It is concluded that nearly two-thirds of the respondents are not using the TNSTC hospitals because they are not allowed for treatment. Even though the TNSTC



hospitals are meant for only one- third of the workers' it is interesting to know the opinion of the respondents about the medical facilities provided in the hospitals.

Table- 18, Opinion on Medical Facilities Provided in TNSHC Hospitals

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	1	2	8	11	13.9
Inadequate	4	7	35	46	58.3
Moderate	2	3	17	22	27.8
Total	7	12	60	79	100.0

Source: Primary Data

It is observed from table 18 that according to 13.9 per cent of the respondents, the medical facilities in hospitals are adequate. According to 58.3 per cent of the respondents medical facilities are inadequate in hospitals but 27.8 per cent have stated that medical facilities are moderate. According to the majority of the respondents, medical facilities in TNSHC hospital are inadequate.

OPINION ON EDUCATIONAL FACILITIES PROVIDED

Even though TNSHC (Madurai) Limited, Dindigul provides for the education of employees and their children, it is interesting to know the opinion of the respondents about the educational facilities provided. Table 19 reveals the opinion of the respondents about the educational facilities provided in TNSHC (Madurai) Limited, Dindigul.

Table- 19, Opinion on the Educational Facilities Provided

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	11	20	96	127	63.5
Inadequate	6	12	55	73	36.5
Total	17	32	151	200	100.0

Source: Primary Data

It is observed from table 19 that according to 63.5 per cent of the respondents educational facilities provided in TNSHC (Madurai) Limited, Dindigul are adequate but 36.5 per cent have stated that the educational facilities provided are inadequate. According to nearly two-thirds of the respondents, the educational facilities provided in TNSHC (Madurai) Limited, Dindigul are adequate.

OPINION ON UNIFORMS SUPPLIED

It is interesting to know the opinion of the respondents about the supply of uniforms. Table 20 reveals the opinion of the respondents about the supply of uniforms.

Table- 20, Opinion about the Uniforms Supplied

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	4	23	108	135	67.5
Inadequate	-	6	42	48	24
No Opinion	13	3	1	17	8.5
Total	17	32	151	200	100.0

Source: Primary Data

It is understood from Table 20 that according to 67.5 per cent of the respondents, the uniforms supplied in TNSHC (Madurai) Limited, Dindigul are adequate. But 24 per cent have stated that the uniforms supplied are inadequate and 8.5 per cent have no opinion about it. According to more than two-thirds of the respondents, the uniforms supplied in TNSHC (Madurai) Limited, Dindigul are adequate.

RECREATION FACILITIES

Recreation facilities are available only in a few branches of TNSHC (Madurai) Limited, Dindigul. The recreation rooms are kept open till 9 pm and all Tamil news are made available. Table 21 indicates the opinion of the respondents about the recreation facilities in TNSHC (Madurai) Limited, Dindigul.



Table- 21, Opinion about the Recreation Facilities in TNSTC (Madurai) Limited, Dindigul

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	3	5	22	30	15
Inadequate	10	18	90	118	59
Moderate	4	9	39	52	26
Total	17	32	151	200	100.0

Source: Primary Data

It is clear from Table 21 that according to 59 per cent of the respondents, the recreation facilities in TNSTC (Madurai) Limited, Dindigul are inadequate. But 15 per cent have stated that the recreation facilities are adequate and 26 per cent have stated that the recreation facilities are absent in TNSTC (Madurai) Limited, Dindigul

Table- 22, Opinion on Family Bus Passes to the Employees

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	13	27	116	156	78
Inadequate	1	1	7	9	4.5
No Opinion	3	4	28	35	17.5
Total	17	32	151	200	100.0

Source: Primary Data

It is understood from Table 22 that according to 78 percent of the respondents, the family bus passes provided to the workers in TNSTC (Madurai) Limited, Dindigul are adequate. But four percent have stated that they are inadequate and 17.5 percent have no opinion about it. According to more than three fourths of the respondents, the family bus passes provided in TNSTC (Madurai) Limited, Dindigul are adequate.

FIRST-AID APPLIANCES

In order to avoid heavy casualties at the time of accidents all the buses have to keep a first-aid box in the buses. The first aid boxes are also to be kept in all depots. In TNSTC (Madurai) Limited, Dindigul the first-aid boxes with medicines are kept in all the buses and depots. Table 23 shows the opinion of the respondents about the first aid appliances in TNSTC (Madurai) Limited, Dindigul

Table -23 Opinion about First - Aid Appliances

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	11	21	100	132	66
Inadequate	4	9	42	111	27.5
No Opinion	2	2	9	13	6.5
Total	17	32	151	200	100.0

Source: Primary Data

It is clear from Table 23 that according to 66 per cent of the respondents the first-aid appliances are adequate but 27.5 per cent have stated that they are inadequate. Those who have stated that such appliances are absent amount to 6.5 per cent. According to two-third of the respondents the first-aid appliances in TNSTC (Madurai) Limited, Dindigul are adequate.

OPINION ON WELFARE FACILITIES

Welfare facilities provided will motivate the workers for higher productivity, commitment and dedication to the organization. Table 24 shows the opinion of the respondents about the effectiveness of welfare facilities in motivating the workers.

Table- 24, Effectiveness of Welfare Facilities in Motivating Workers

Opinion	Classification of Respondents				
	Administration	Technical	Traffic	Total	Percentage
Adequate	7	14	61	82	41
Inadequate	10	18	90	118	59
Total	17	32	151	200	100.0

Source: Primary Data



It is observed from Table 24 that according to 59 per cent of the respondents, welfare facilities do not motivate the workers and 41 per cent have stated that welfare facilities are motivating the workers. According to majority of respondents (59%) the various welfare facilities provided in TNSTC (Madurai) Limited, Dindigul are not motivating the workers for work.

SUGGESTIONS

The following suggestions are given for the betterment of human resources management practices in SRTUs:

1. In order to improve the efficiency of SRTUs, representation should be given to the employees and passengers in the boards of SRTUs.
2. The low staff bus ratio in TNSTC (Madurai) Limited, Dindigul has resulted in heavy work load for the employees. Hence, to improve the efficiency of the organization, the staff strength should be increased in accordance with the norms prescribed, so that it will reduce the strain on the part of the existing employees. The staff norms have to be maintained for every branch and it is to be calculated only for permanent employees.
3. In order to attract the best talents in the SRTUs, the policy of recruiting employees sponsored by the employment exchange only, should be dispensed with, Steps should be taken by advertising the vacancies for recruiting the workers,
4. The Association of State Road Transport Undertakings (ASRTU) should approach the governments concerned to relax the existing recruitment rules and also to form a separate recruitment board for employing the workers in SRTUs.
5. The success of SRTUs depends on the awareness of the workers about the organization, its rules and regulations, personnel policies and the like. This is more important particularly for the newly recruited workers. The management of TNSTC (Madurai) Limited, Dindigul should take steps to impart knowledge to the newly recruited employees about the personnel policies.
6. TNSTC (Madurai) Limited, Dindigul provides need-based training to workers. Instead, it should be on the job training for at least one month to all newly recruited workers and it should be repeated for at least 15 days after a interval of five years.
7. The workers employed continuously on daily wage rate in SRTUs are to be confirmed automatically after a completion of 240 days. The words 'satisfactory completion' in the settlement provision for confirmation of workers should be removed.
8. In order to overcome the fear of the workers that transfer is used as a weapon to punish them, the transfer procedure in SRTUs should be streamlined; workers should not be disturbed unnecessarily in the name of transfer. They should be allowed to work for a minimum period of three years in the particular place.
9. The government should ensure the real autonomy of the SRTUs in Tamil Nadu by not interfering in the day-to-day management of the corporation.
10. In order to ensure fairness in promotion of workers, it should be given only on seniority basis of the workers.
11. The calculation of incentives in SRTUs, has been objected by the workers on the ground that they are unscientific. To solve this problem, the rate of incentive payable on the basis of performance linked variable cost should be fixed in consultation with the trade unions.
12. In order to enable the workers to understand the provisions of standing orders and settlement provisions, the copies of the same should be given to the workers in Tamil.
13. The practice of giving undue importance to the trade union belonging to the party in power in the state government should be given up. The management should treat all the trade unions equally in dealing with the personnel problems represented by them, irrespective of the political parties to which they belong.
14. In order to improve the quality of food stuff in the TNSTC (Madurai) Limited, Dindigul canteens, instead of running them on contract through third parties, they should be run by the TNSTC (Madurai) Limited, Dindigul management itself.
15. The medical facilities in the TNSTC (Madurai) Limited, Dindigul hospitals should be made available to all the workers irrespective of the dates of appointment of the workers in TNSTC (Madurai) Limited, Dindigul
16. A Separate hospital with modern equipments may be constructed in the medical college run by the SRTUs at Perundurai in Tamil Nadu to provide free medical treatment to the employees and their families for complicated ailments.

CONCLUSION

The organizational climate in TNSTC (Madurai) Limited, Dindigul is favourable for the implementation of workers' participation in management. Hence, the government and management should take necessary steps for implementing the



same. The government should ensure that all the statutory welfare measures meant for workers are implemented in TNSTC (Madurai) Limited, Dindigul, in order to motivate them for higher productivity. The personnel relations in the SRTUs are in no way better than the private sector. Steps should be taken by the management to make the workers feel that it is their organization and they should be made to work for the betterment of their organization in co-operation with the management. This spirit of belonging to the organization among the workers can be brought by giving representation to them at various levels of management.

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