

**A Study On Efficiency Of Personnel Management Practices In Tamil Nadu
State Transport Corporation Invillupuram District**

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Abstract

Now a day's transport sector occupies a place of essential importance in Indian economy. The wonderful growth of transport sector has expanded trade, commerce and industries phenomenally. Increasing of more population and unemployment are creating problems in developing countries. Reason for lack of awareness, illiteracy, undeveloped technology, poor innovation, is due to in proper systems. To improve the high quality of public sector in the field of transports, the significance of Personnel management in public sector transport corporations with a large number of employees covering almost the entire population of the state is necessary. It brings about a number of issues relating to recruitment and selection of the right people, their training and development, superior-subordinate relationship and employment relations. These practices lead to employee grievances. Therefore, effective personnel management practices are required to handle these problems. Highly motivated and committed workforce can contribute to the productivity of an organization. The effective functioning of the Transport Corporation mainly depends on the efficiency of its personnel management practices. This study is an attempt to find out the efficiency of personnel management practices in TNSTC in Pudukkottai District which is the present research region. This research study includes planning, staffing, selection process, training and development, wage and incentive plan, salary and remuneration, motivation, trade unions and association, welfare measures and safety, performance appraisal of workers of Personnel Management. The personnel Management practice of Tamil Nadu state transport corporation workers and the impact on the growth of the unit are planned in the research work. The study covers Villupuram District only.

Keywords: Personnel Management, Tamil Nadu State Transport Corporation

INTRODUCTION

Personnel management concerns obtaining, organizing, utilizing, and motivating the human resources required by an organization. It develops organization climate and management styles to promote practical efforts of cooperation and trust among all employees. This also helps the organization to meet its legal obligations and social responsibilities. To sum up, the personnel management aims at getting effective results by organizing and directing the cooperative efforts of human beings. Personnel management is a traditional approach to managing people in the organization. Personnel management is an administrative function of an organization that exists to provide the personnel needs for organizational activities and to maintain the general employee-employer relationship. Today the services of firms are being rendered to the society on a competitive basis in every marketing environment and everywhere in the world. The services provided in different economic conditions also differ. In the Indian economy, assistance is provided by both the public and private sectors. The function of the public sector is comparatively better than the private sector. In such circumstances, the public sector passenger transport corporation services to the general public are higher than those of the private passenger transport in Tamilnadu. To what extent is the service provided by an organization quantitative is the sole question among the passengers and, at the same time, is the fundamental objective of the present study. The transport is playing an essential role in the economic development of the country by creating employment opportunities and performing social, economic activities. Transportation is the channel of social and economic interaction involving the physical movement of people and goods. The question of service quality has been an essential strategic component for service expectations like passenger transports attempting to succeed and survive in the current competitive environment.

TAMILNADU STATE TRANSPORT CORPORATION

The mobility is one of the most fundamental and important characteristics of economic activity as it satisfies the basic need of going from one location to the other, a need shared by passengers, freight and information. Economies that possess greater mobility are often those with better opportunities to develop than those suffering from scarce mobility. Reduced mobility impedes development, while greater mobility is a catalyst for development. Mobility is thus a reliable indicator of development.

NEED OF THE STUDY

It is very clear from the review of literature made in the succeeding paragraphs that not many studies have been undertaken exclusively to study the personnel management practices and the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals. A very crucial area in the formulation of policies and procedures for the orderly growth and development of Tamil Nadu State Transport Corporation and the same has to be disseminated positively in the minds of employees important in any nation. Most of the studies reviewed have mainly covered the aspects at macro level, like the ownership patterns in the employee levels, occupation wise break-up of paid-up value of training and development of corporation, ownership patterns of welfare measures, in India. In this studies covering the issue of personnel management and highly motivated and committed workforce can contribute to the productivity of an organization. Especially in the context of significance of personnel management in public sector transport corporations with a large number of employees covering almost the entire population of the state. This may help the public sector transport corporation in evolving the suitable strategies to get personnel management practices.

IMPORTANCE OF THE STUDY

There is a fundamental change in the efficiency of personnel management practices in Tamil Nadu State Transport Corporation and personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern. The Personnel management exist to advice and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization. The personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. The important of the study grievances of people at work can be solved more effectively through rationale personnel policies. This is the main reason behind the researcher for choosing the research topic as efficiency of personnel management practices in Tamil Nadu State Transport Corporation in Villupuram District

STATEMENT OF THE PROBLEM

Transport sector occupies a place of essential importance in Indian economy. The wonderful growth of transport sector has expanded trade, commerce and industries phenomenally. Technological advancement has resulted in newer vehicles with advanced features in the buses. The burgeoning gap between expectation of passengers and existing level of facilities and convenience offered in the buses have a definite bearing on the service quality in the bus transport sector. Now a days there is a requirement for manpower needed for developing countries. Every year raise to manpower in the public sector and also other hand rise in unemployment, there is a big problem of developing countries. Reason for lack of awareness, illiteracy, un developed technology, poor innovation, is due to no proper systems. To improve the high quality of public sector in the field of transports, the significance of Personnel management in public sector transport corporations with a large number of employees covering almost the entire population of the state. Therefore, effective personnel management practices are required to handle these problems. Highly motivated and committed workforce can contribute to the productivity of an organization. The effective functioning of the Transport corporation mainly depends on the efficiency of its personnel management practices. This study is an attempt to find out the efficiency of personnel management practices in TNSTC in Villupuram District which is the present research region.

OBJECTIVES OF THE STUDY

1. To examine the association between personnel management practices and demographic variables of employees in TNSTC Ltd. Villupuram District.
2. To find out the quality work life of personnel management practices in TNSTC Ltd., in the study area.

HYPOTHESES OF THE STUDY

1. H_0 = There is a relationship between personnel management practices and demographic variables,
2. H_1 = There is no relationship between personnel management practices and demographic variables,

METHODOLOGY OF THE STUDY

This study is based on the effective personnel management practices are required to handle these problems and its impacts on employees satisfaction, both in analytical and descriptive nature. It depends upon both primary and secondary data. The methodology is the explanation segment which governs the outcome of the research. It encompasses and directs the researcher to carry out the research in a methodical process which ensures and facilitates the truthfulness of the outcomes

SOURCES OF DATA

The researcher has made use of both primary and secondary sources to fulfil the objectives. The primary data were collected from TNSTC in Villupuram District. In addition to data collected through primary sources, other secondary data were also collected from Government organizations such as TNSTC, etc., the secondary data provided by these organizations from their annual reports and bulletin.

SAMPLING PLAN

The population of the selected locations for the research is very large and all the respondents could not be interviewed due to practical difficulties. Only selected samples have been taken up for the study. Many employees were unwilling to disclose their welfare and financial details, especially amount of salary in different category. Hence the data were collected from the respondents who were willing to disclose the information. Simple random sampling method is used for the study. In order to have illustration from different socio economic groups cluster sampling is done to select the respondents. The research was taken by simple random sampling method.

LOCATION OF THE STUDY

The research adopted simple random sampling method. The respondents are residents in TNSTC in Villupuram District in the age group of 20 years to 65 years including the different strata of employees like drivers, conductors, technical staff, office staff, and supervisory. 720 questionnaires were distributed to the employees spread over in Villupuram District. Among them 615 questionnaires were collected. In which 15 questionnaires were found incomplete and unusable. Hence, the accurate sample of the study is 600.

STATISTICAL TOOLS FOR ANALYSIS

This research is based on primary data which were collected from the employees through questionnaire. Secondary data are also utilized, which were collected from published source like books, journals, magazines and annual reports. The data collected from both the sources are

scrutinized, edited and tabulated. The data were analysed using statistical package for social sciences (SPSS).

LIMITATIONS OF THE STUDY

The study is confined to TNSTC Ltd.Villupuram District and therefore the conclusion cannot be comprehensive to the entire universe. The findings, suggestions and the conclusion may be applicable only to the personnel management practices in tamilnadu state transport corporation and its impacts on employees satisfaction and not for other TNSTC Ltd district. Reliability and validity of the statistical data are obtained from the opinion given by four categories of employees, i.e. drivers, conductors, technical staff and office staff only and other employees have been excluded from this study.

Table-1
General Profile of the Respondents

Particulars	Classification	No.	Percentage
Age	20-30	111	18.5
	30-40	227	37.8
	40-50	120	20.0
	Above 50	142	23.7
Experience	0-5	150	25.0
	6-10	161	26.8
	11-15	143	23.8
	Above 15	146	24.3
Qualification	School Level	122	20.3
	UG Level	195	32.5
	PG Level	146	24.3
	Professional	137	22.8
Salary	10,000 - 20,000	192	32.0
	20,000 - 30,000	195	32.5
	30,000 - 40,000	94	15.7

	Above 40,000	119	19.8
Membership in unions	IPF	143	23.8
	ATP	124	20.7
	CITU	146	24.3
	AITUC	70	11.7
	HMS	77	12.8
	BMS	40	6.7
Status in the union	Member	440	73.3
	office bearer	160	26.7
Nature of employment	Permanent	365	60.8
	Temporary	235	39.2

Sources: primary data

The above table indicates that general profile of the respondents. Among 600 respondents, 111 respondents are belonged 20-30 years, 227 respondents are belonged to 30-40 years, 120 respondents are belonged to 40-50 years and 142 respondents are belonged to above 50 years respectively. Among total respondents 150 respondents have 0-5 years experience, 162 respondents have 6-10 years experience, 143 respondents have 11-15 years experience and 146 respondents have above 15 years experience respectively. Among total respondents 122 respondents completed their qualification at school level, 195 respondents completed their qualification at UG level, 146 respondents completed their qualification at PG level and 137 respondents completed their qualification at professional level respectively. Among total respondents 192 respondents earn 10,000-20,000 salary per month, 195 respondents earn 20,000-30,000 salary per month, 94 respondents earn 30,000-40,000 salary per month and 119 respondents earn above 40,000 salary per month respectively. Among total respondents 143 respondents are members of IPF, 124 respondents are members in ATP. 146 respondents are members of CITU, 70 respondents are members in AITUC, 77 respondents are members of HMS and 40 respondents are members in BMS respectively. Among total respondents 440 respondents are member in union and 160 respondents are office bearer. Among total respondents 365 respondents are permanent employees at TNSTC as well as 235 respondents are temporary employees at TNSTC respectively.

Table- 2
Respondents according to their age

Age		Occupation				Total
		Drivers	Conductors	Technical staff	Office staff	
20-30	Count	51	42	8	10	111
	% within Age	45.94	37.83	7.21	9.01	100
	% of total count	8.50	7.00	1.33	1.67	18.50
30-40	Count	135	36	15	41	227
	% within Age	59.47	15.86	6.61	18.06	100
	% of total count	22.5	6.00	2.50	6.83	37.83
40-50	Count	69	24	15	12	120
	% within Age	5.75	20.00	12.5	10	100
	% of total count	11.5	4.00	2.50	2.00	20
Above 50	Count	76	22	12	32	142
	% within Age	53.52	15.49	8.45	22.54	100
	% of total count	12.67	3.33	2.00	5.33	23.67
Total	Count	331	124	50	95	600
	% within Age	55.17	20.67	8.33	15.83	100
	% of total count	55.17	20.67	8.33	15.83	100

Sources: Primary data

The above table.2 indicates that detail about age group of respondents and their respective categories in percentage. 51 respondents of drivers, 42 respondents of conductors, 8 respondents of technical staff and 10 respondents of office staff are belonged to the 20-30 age groups. 135 respondents of drivers, 36 respondents of conductors, 15 respondents of technical staff and 41 respondents of office staff are belonged to 30-40 age group. 69 respondents of drivers, 24 respondents of conductors, 15 respondents of technical staff and 12 respondents of office staff are belonged to the 40-50 age groups. 76 respondents of drivers, 22 respondents of conductors, 12 respondents of technical staff and 32 respondents of office staff are belonged to above 50 age groups. Among 600 respondents 331 respondents are drivers, 124 respondents are conductors, 50 respondents are technical staff and 95 respondents are office staff respectively.

Table -3
Respondents according to their experience

Experience	Occupation				Total
	Drivers	Conductors	Technical staff	Office staff	

0-5	Count	80	29	16	25	150
	% within Age	53.33	19.33	10.67	16.67	100
	% of total count	13.33	4.83	2.67	1.17	25
6-10	Count	91	28	16	26	161
	% within Age	56.52	17.39	9.94	4.33	100
	% of total count	15.17	4.67	2.67	4.33	26.83
11-15	Count	83	32	6	22	143
	% within Age	58.04	22.37	4.20	15.38	100
	% of total count	13.83	5.33	1.00	3.67	23.83
Above 15	Count	77	35	12	22	146
	% within Age	52.74	23.97	8.22	15.07	100
	% of total count	12.83	5.83	2.00	3.67	24.33
Total	Count	331	124	50	95	600
	% within Age	55.17	20.67	8.33	15.83	100
	% of total count	55.17	20.67	8.33	15.83	100

Sources: Primary data

The above 4.3 table indicates that classification of respondents according to their experience and respective categories. 80 respondents of drivers, 29 respondents of conductors, 16 respondents of technical staff and 25 respondents of office staff have experience 0-5 years. 91 respondents of drivers, 28 respondents of conductors, 16 respondents of technical staff and 26 respondents of office staff have experience 6-10 years. 83 respondents of drivers, 32 respondents of conductors, 6 respondents of technical staff and 22 respondents of office staff have experience 11-15 years. 77 respondents of drivers, 35 respondents of conductors, 12 respondents of technical staff and 22 respondents of office staff have experience above 15 years.

Table 4
Management attitude towards employees and trade unions

Variables	Strongly disagree	Disagree	Neither	Agree	Strongly agree	Total
Spontaneous co-operation and	89	112	92	82	225	600
	14.8	18.7	15.3	13.7	37.5	100

encouragement						
	99	87	94	97	223	600
Proper steps	16.5	14.5	15.7	16.2	37.2	100
Internal leaders	95	118	99	53	235	600
	15.8	19.7	16.5	8.8	39.2	100
Free from political influence	98	83	109	74	236	600
	16.3	13.8	18.2	12.3	39.3	100
Non inter-union rivalry	99	76	86	84	255	600
	16.5	12.7	14.3	14.0	42.5	100

Source: Primary data

The above table 4 indicates that detail about management attitude towards employees and trade unions. 225 respondents strongly agreed and 82 respondents agreed the statement that spontaneous co-operation and encouragement provided to the trade union as well as 89 respondents strongly disagreed and 112 respondents disagreed that spontaneous co-operation and encouragement provided to the trade union. 223 respondents strongly agreed and 97 respondents agreed that TNSTC has been taking proper steps to fulfill the demands represented by different unions without any discrimination as well as 87 respondents disagreed and 99 respondents strongly disagreed that TNSTC has been taking proper steps to fulfill the demands represented by different unions without any discrimination.

Table -5
Welfare Measures

Variables	Strongly disagree	Disagree	Neither	Agree	Strongly agree	Total
Adequate welfare measures	98	84	83	86	249	600
	16.3	14.0	13.8	14.3	41.5	100
Adequate post retirement benefits	104	72	86	61	277	600
	17.3	12.0	14.3	10.2	46.2	100
Attractive schemes	85	79	110	100	226	600
	14.2	13.2	18.3	16.7	37.7	100

Source: Primary data

The above table 5 demonstrates that detail of welfare measures of the respondents 246 respondents strongly agreed and 86 respondents agreed that TNSTC provides adequate welfare measures for the benefit to its workers and their families as well as 98 respondents strongly disagreed and 84 respondents disagreed that TNSTC provides adequate welfare measures for the benefit to its workers and their families. 277 respondents strongly agree and 61 respondents agreed that TNSTC has been offering post retirement benefits to its employees as well as 104 respondents strongly disagreed and 72 respondents disagreed that

TNSTC has been offering post retirement benefits to its employees. 226 respondents strongly agreed and 100 respondents agreed that attractive schemes are provided to employees by TNSTC as well as 85 respondents strongly disagreed and 79 respondents disagreed that attractive schemes are provided to employees by TNSTC.

Correlation Analysis

Table -6
Relationship between the variables of Recruitment and Selection

Variable of recruitment and selection	Effective methods	Objective assessment	Preference to existing employees
Effective methods	1	-.014 .728	-.051 .212
Objective assessment	-.014 .728	1	-.041 .320
Preference to existing employees	-.051 .212	-.041 .320	1

Source: Primary data

The above table 6 shows that detail about correlation between the variable of recruitment and selection. The correlations between preference to existing employees and effective methods have the least correlation (-.051), the relationship between these two variables is insignificant at 0.05 levels. The correlation between objective assessment preferences to existing employees is -.041 and the relationship between these two variables are insignificant at 0.05 level. The correlation between effective methods and objective assessment is -.014. Hence the relationships between these two variables are insignificant at 0.05 levels respectively.

Table- 7
Relationship between the variables of Training and development

Variables of training and development	Effective Training	Sufficient training	Impartial opportunity
Effective training	1	-.073 .074	.016 .704
Sufficient training	-.073 .074	1	.016 .702
Impartial opportunity	.016 .704	.016 .702	1

Source: Primary data

The above table7 shows correlation between two variables of effective training and sufficient training have the least correlation (-.073) and relationship between two variables are insignificant. The correlation between sufficient training and impartial opportunity is found to be .016 and it has the positive correlation between these two variables. The correlation

between effective training and impartial opportunity has positive correlation (.016) at 0.05 significant levels.

Table -8
Relationship between the variables of Promotion and Transfer

	Predetermined basis	Equal opportunities	Sound basis	Impartial
Predetermined basis	1	.002 .961	.022 .597	.051 .209
Equal opportunities	.002 .961	1	-.100 .014	-.033 .415
Sound basis	.022 .597	-.100 .014	1	-.030 .460
Impartial	.051 .209	-.033 .415	-.030 .460	1

In above table 8 correlations have been used to analyze the relationship between the variables of promotion and transfer. The correlation between predetermined basis and equal opportunities has positive relationship and the correlation is .002 at 0.05 significant level. The correlation between predetermined basis and sound basis has positive correlation and the correlation is .022 at 0.05 significant levels. The correlation between predetermined basis and impartial has positive correlation and the correlation value is .051 at 0.05 significant level. The correlation between sound basis and equal opportunities is -.100 and the relationship between these two variables are insignificant. The relationship between sound basis and impartial is -.030 and the relation between these two variables are insignificant at 0.05 significant level.

Table -9
Relationship between the variables of Wages and Incentives

Variables of wages and incentives	Fair remuneration	Attractive remuneration	No threatening to work for wages	Prizes and incentives and bonus
Fair remuneration	1	.002 .970	.048 .244	-.038 .358
Attractive remuneration		1	-.001 .981	.129 .001
No threatening to work for wages			1	-.029 .481
Prizes and incentives bonus				1

** . Correlation is significant at the 0.01 level (2-tailed).

In above table 9 shows that correlation has been used to analyze the relationship between two variables. The correlation between fair remuneration and attractive remuneration has positive relationship and the correlation is .002 at 0.05 significant levels. The correlation between attractive remuneration and no threatening to work for wages is -0.01 and the relation between these two variables are insignificant.

CONCLUSION

The economic growth that India has witnessed over the last few years has resulted in rapidly rising transport needs. Simultaneously concerns are being raised about the sustainability of the transport factor in the country given a significant and rising share in emissions, both global and local. A well developed transport system has positive implications for access to health care, education and other basic needs. In the case of passenger road transport, meeting mobility requirements efficiently and addressing environmental and developmental concerns requires a great attention to the efficient human resource management. Human Resource Management practices followed in TNSTC Ltd. were found satisfactory. However this study reveals that seven demographic factors such as experience, status in the union, membership in the union and nature of employment and five human resource dimension viz. recruitment and selection, promotion and transfer, workers' participation in management, welfare measures and motivational factors have significant influence on the personal management practices in TNSTC Ltd. Therefore the corporation should focus more on the above aspects that influence the personal management practices.

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